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# DLA CIVILIAN PERSONNEL MANAGEMENT

## STATISTICAL INDICATORS REPORT

DEPARTMENT OF DEFENSE

**DEFENSE  
LOGISTICS  
AGENCY**

Cameron Station,  
Alexandria, Virginia  
22304-6100

**DTIC**  
ELECTE  
AUG 18 1989  
**S D D**

**FISCAL YEAR 1988**

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FOREWORD

The DLA Civilian Personnel Management Statistical Indicators Report is a consolidation of representative indicators of the personnel program gathered from each DLA primary level field activity. It represents one of the inputs to the total system for evaluation of civilian personnel programs.

The primary values of the report are: (1) comparison by individual Commanders and Civilian Personnel Officers of figures from their operations with those from other activities and DLA as a whole, (2) analysis of trends and identification of potential problem areas by the Office of Civilian Personnel, and (3) a means by which Heads of HQ DLA staff elements are informed of civilian personnel management effectiveness.

*Anthony W. Hudson*

ANTHONY W. HUDSON  
Staff Director  
Civilian Personnel

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# DISTRIBUTION

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	Number		Number
DCSC	7	DFC	3
DESC	7	DNSC	3
DFSC	6	DLA-A	1
DGSC	7	-B	3
DISC	7	-C	1
DPSC	7	-F	1
DDMP	7	-G	2
DDMT	7	-I	1
DDOU	7	-K	20
DDTC	7	-L	9
DASC	5	-M	2
DIPEC	7	-O	1
DISC	7	-P	2
DRMS	6	-Q	5
DSAC	5	-S	1
DTIC	7	-U	1
DCASR ATLANTA	7	-W	1
DCASR BOSTON	7	-X	1
DCASR CHICAGO	7	-Y	1
DCASR CLEVELAND	7	-Z	1
DCASR DALLAS	7	DLA-CB	1
DCASR LOS ANGELES	7	DLA-CI	1
DCASR NEW YORK	7	DLA-CO	1
DCASR PHILADELPHIA	6	DCPSO	4
DCASR ST LOUIS	13	DQMSO	1

NOTE: PLFA's are requested to provide a copy of this report to their EEO office.

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## INTRODUCTION

This Statistical Indicators Report for the Fiscal Year, FY 1988, is one segment of the civilian personnel management and EEO evaluation process. The Report is used by Headquarters DLA for staff review of program areas which can be measured statistically and by field activities for continuing self-evaluation.

The format of the Report is designed with the manager in mind. Program narrative is divided into three segments: (1) a definition of the item measured; (2) the standard for measurement (where applicable) and; (3) comments on significant developments, trends, and problems. In most cases, two charts are included. The second provides a comparison of activities within DLA for the current reporting period. Basic statistics for each activity for this period are contained in Appendix A.

Strength data and statistics produced through automated data processing systems include U. S. citizen employees overseas. Statistics covering awards, suggestions, disciplinary and corrective actions, sick leave, and staffing ratios exclude these overseas people. All statistics in this report exclude direct and indirect hire foreign nationals.

The Statistical Indicators Reports summarizes program data but does not prescribe corrective action. Commanders are expected to initiate appropriate action under existing personnel management authority where remedial action or the need for improvement is indicated. When necessary, Headquarters guidance, action, or policy changes will be provided by separate correspondence or published instructions.

## STATISTICAL INDICATORS REPORT HIGHLIGHTS

Fiscal Year 1988 highlights of special interest to DLA managers are:

a. Employment: (page 1)

Agency strength decreased by 5.3% below the FY 1987 reporting period.

b. Turnover of the Permanent Work Force: (pages 2-5)

The FY 1988 loss rate for permanent employees was 8.9%. During this period the quit rate was 5.4%, which is below the annual standard of 8%. The accession rate was 8.6%.

c. College Caliber Input: (page 6)

The Agency's rate for FY 1988 was 50.7% bringing in 834 college caliber hires. The highest rate in Agency history.

d. Average Time to Fill Vacancies: (page 10)

During FY 1988, internal source fills averaged 75 days, from receipt of the request in the personnel office to EOD date of selectee, while fills from external sources averaged 80 days. This is an decrease of 13 days (internal) and 4 days (external) over FY 1987.

e. Employee Suggestions: (page 16)

The adoption rate for FY 1988 was 47.5 against a goal of 60 per 1,000 employees. Reported benefits for the year totaled \$4,117,757.

f. Disciplinary and Corrective Actions: (page 18)

Disciplinary actions (1.9%, 999) against employees decreased during FY 1988. Depots remain the largest users of such actions.

g. Grievances: (page 20)

The grievance rate increased this year from .69% in 1987 to .71% during FY 1988.

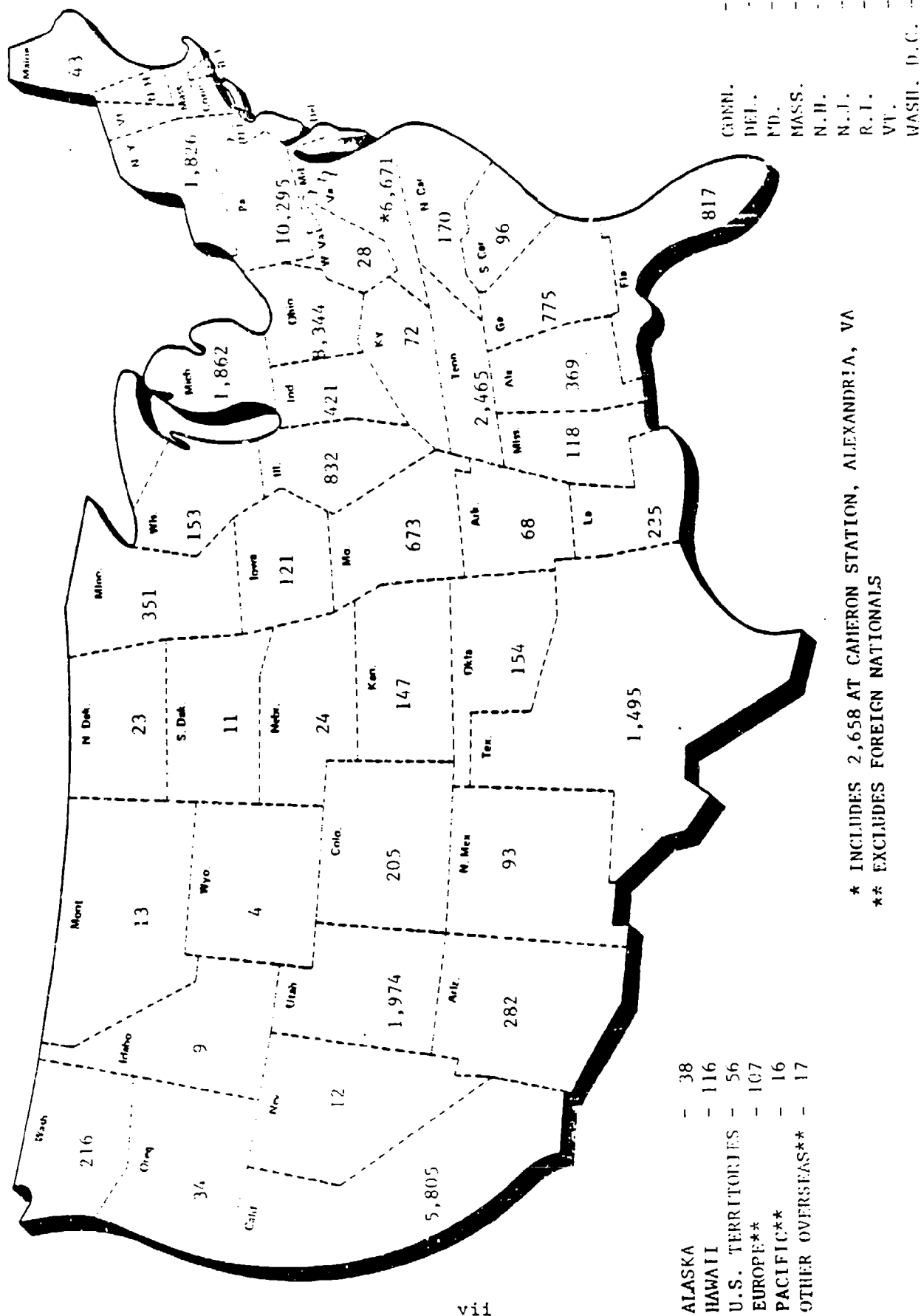
h. Sick Leave: (page 26)

The annual sick leave goal for FY 1988 is 66 hours per employee. Sick leave usage amounts to 68.8 hours per employee. This is an increase of a little more than 1 hour per employee over the FY 1987 rate of 67.6 hours.

i. Continuation of Pay: (page 28)

The SIR will begin reporting on Continuation of Pay beginning this fiscal year.

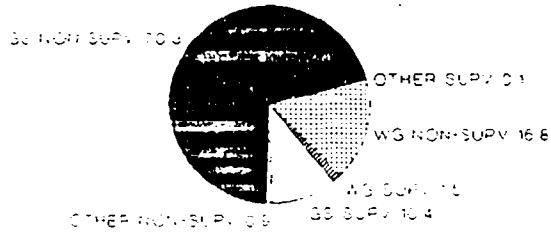
GEOGRAPHICAL DISTRIBUTION OF DIA CIVILIAN EMPLOYEES  
30 SEPTEMBER 1988



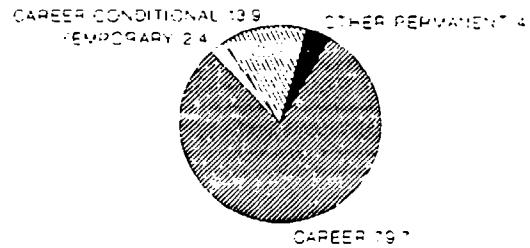


COMPOSITION OF THE WORKFORCE  
AS OF 30 SEPTEMBER 1988

DISTRIBUTION BY PAY SYSTEM

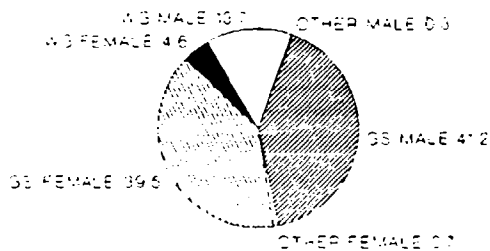


DISTRIBUTION BY TYPE  
OF APPOINTMENT



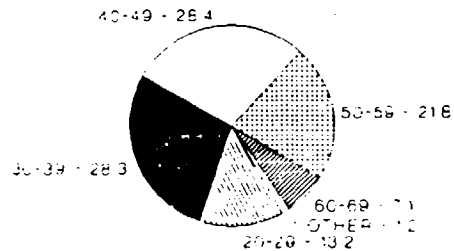
TOTAL % GS- 80.7/TOTAL WG- 18.3/OTHER- 1

DISTRIBUTION BY  
SEX



TOTAL BY % MALE- 55/FEMALE- 45

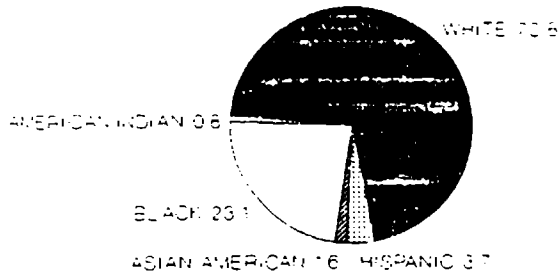
DISTRIBUTION BY  
AGE GROUPING



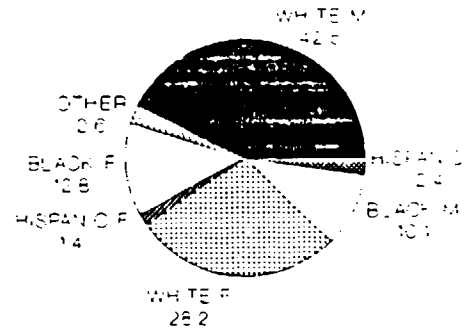
• OTHER • 70 & OVER-4% / UNDER 20-8%

COMPOSITION OF THE WORKFORCE  
AS OF 30 SEPTEMBER 1988

DISTRIBUTION BY RACE  
AND ETHNIC GROUP

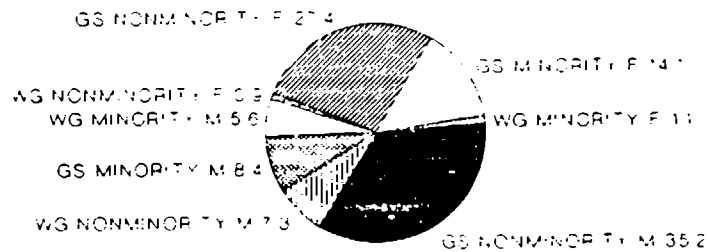


DISTRIBUTION BY SEX, RACE  
AND ETHNIC GROUP



OTH- ASIAN AM M-1 F-0/AM IND M-4 F-4

DISTRIBUTION BY PAY,  
RACE AND ETHNIC GROUP



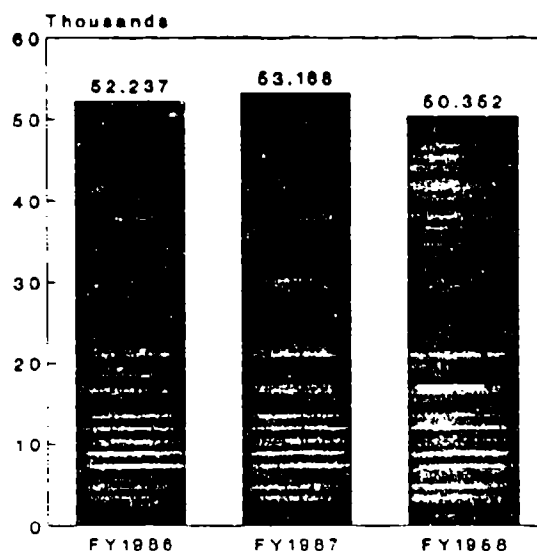
M- MALE F- FEMALE

## STRENGTH

Strength is the total number of employees (full-time and part-time) in pay status at the end of the period. The permanent work force consists of employees with career, career conditional, TAPER, or excepted permanent status.

The FY 1986 Civilian employment level, 50,352, decreased by 5.3% over the FY 1987 level of 53,168. This overall decrease was distributed as follows: DCASRs, -1,186 (-6.1%); Supply Centers, -588 (-3.4%); Service Centers, -583 (-7.9%); and, Depots, -480 (-6.9%). andarters decreased by 20 and the MSAs increased by 41 for a combined increase of +21 (+1%).

### TREND IN CIVILIAN STRENGTH (EXCLUDING FOREIGN NATIONALS)



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Losses are all employee separations from the DLA permanent work force (including quits) except mass transfers. Quits are resignations and individual transfers to other Federal Agencies.

STANDARD: An annual quit rate of not more than 8% of the permanent work force strength.

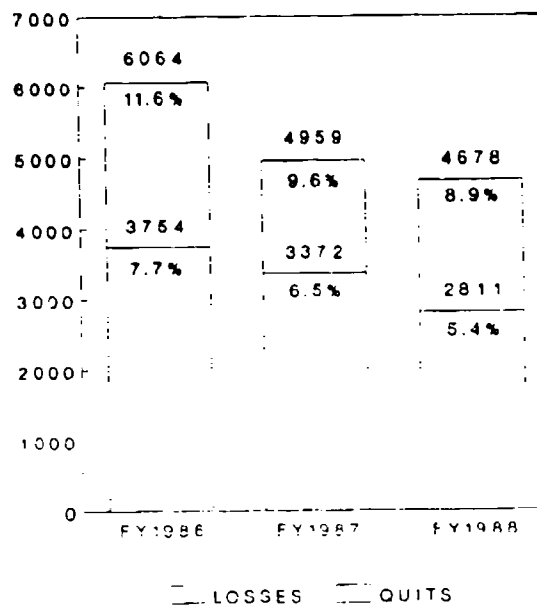
During FY 1988, 4,678 employees left the full-time permanent work force for a loss rate of 8.9%, slightly lower than the 1987 rate of 9.6%. (The gross loss was 5,638 employees. Of this gross loss, 951 were transfers within DLA which do not count as a loss to DLA. Six were overseas and three were at DNSP.) Quits represented 60% (2,811) of the losses while retirements were 33.1% (1,549) and the remainder, 6.8% (318) were in other categories.

A breakout by major mission grouping shows DCASRs with the highest loss rate, 10.8%; followed by Service Centers, 8.7%; Supply Centers, 7.6%; and, Depots, 7.3%.

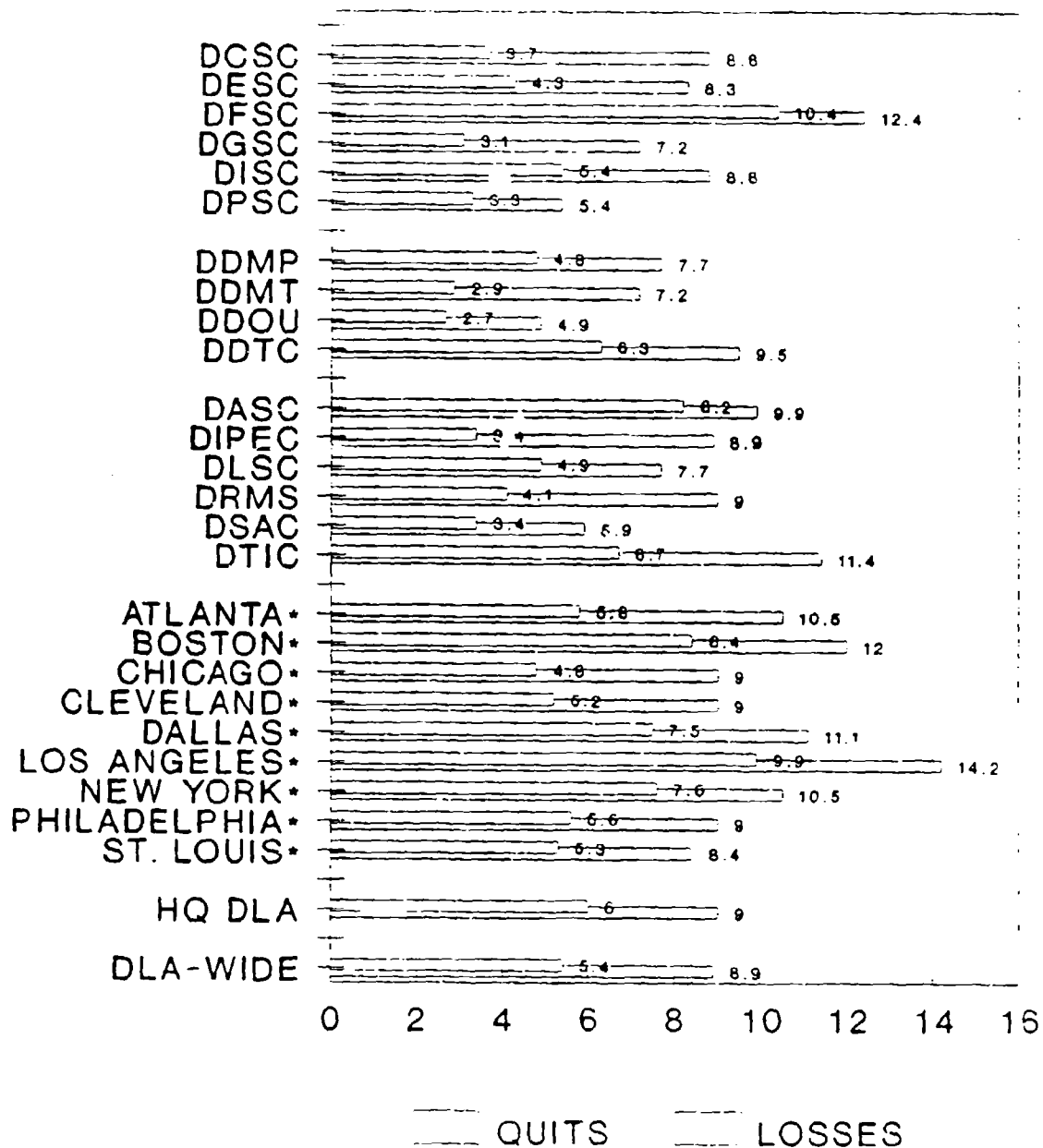
Quits totalled 2,811 for a rate of 5.4% of the DLA strength, well below the goal of not more than 8%.

Table 1, Appendix B, shows losses on an annual basis by major mission grouping for FY 1985 through FY 1988.

### TRENDS IN LOSSES TO THE PERMANENT WORKFORCE



LOSSES FROM THE PERMANENT WORKFORCE  
( % PERMANENT STRENGTH ) FY 1988



\*DC SRS

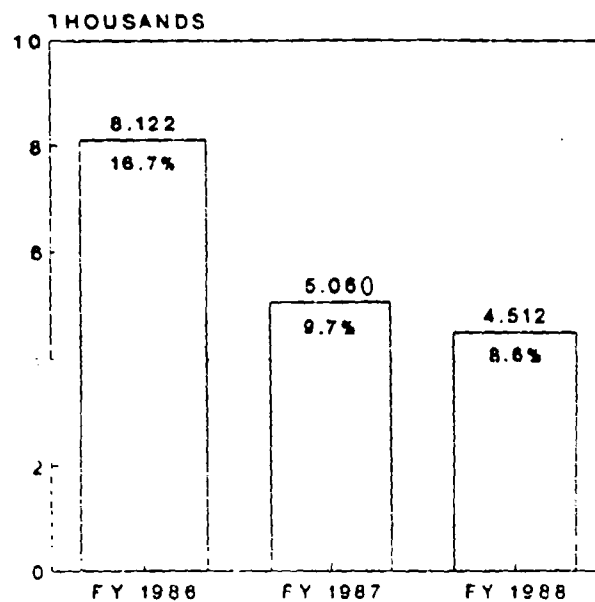
## ACCESSIONS

Accessions are all employee gains to the DLA permanent work force, except mass transfers.

During FY 1988 DLA hired 4,512 full-time permanent employees for a rate of 8.6% of strength. This represents a 92% replacement rate of losses for the same period compared to a 102% replacement rate last year. Service Centers led the way with an accession rate of 13.8% of strength followed by DCASRS, 8.7%; Supply Centers, 8.2%; and Depots, 4.5%.

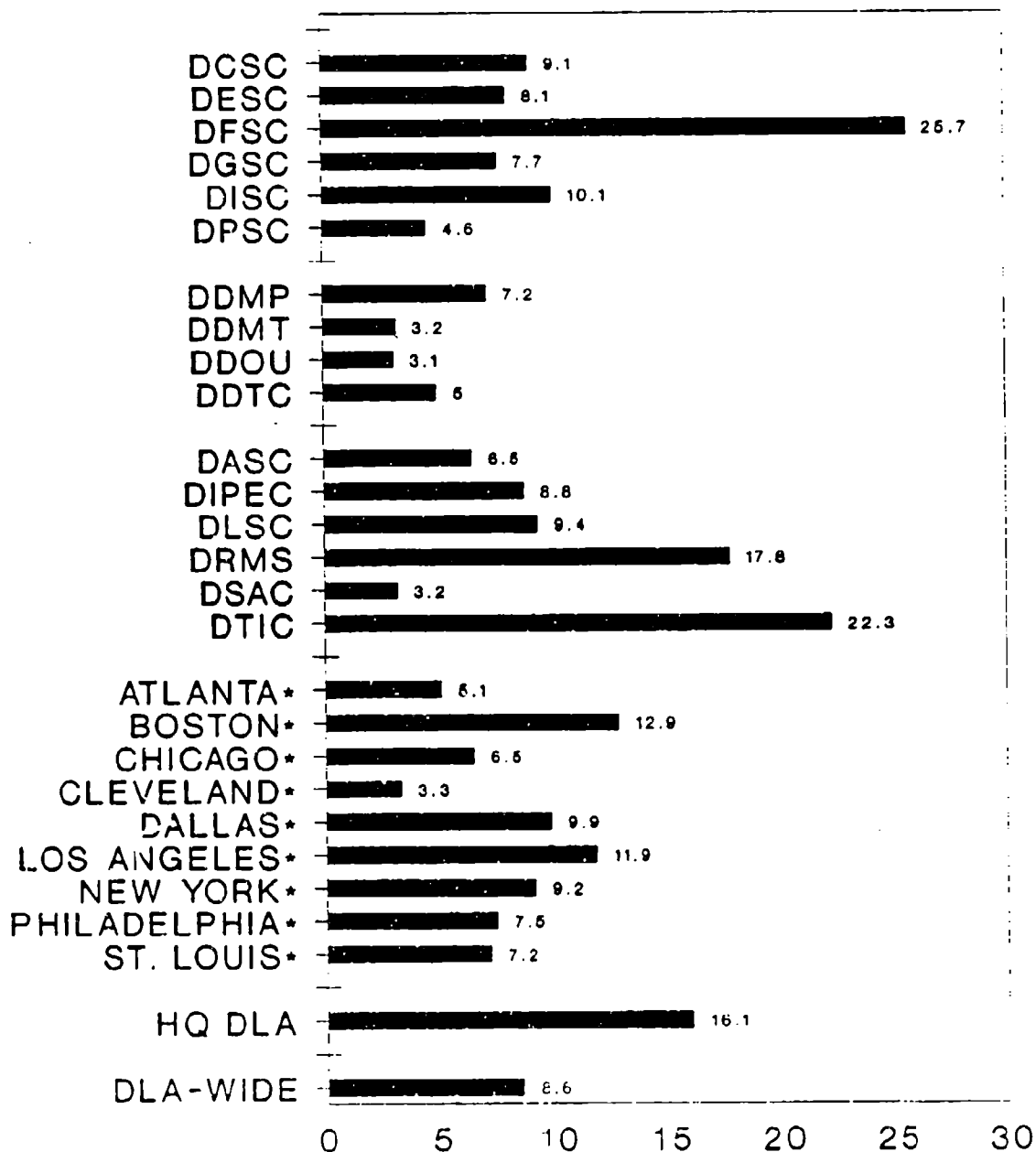
Table 1, Appendix B, shows accessions on an annual basis by major mission grouping for FY 1985 through FY 1988.

## TRENDS IN ACCESSIONS TO PERMANENT WORKFORCE



( % AVERAGE STRENGTH DLA-WIDE )

# ACCESSIONS TO THE PERMANENT WORKFORCE ( % PERMANENT STRENGTH ) FY 1988



•DCASRS

## COLLEGE CALIBER INPUT

The recruitment of new employees at trainee levels (GS 5-9) who have four years of college, or a college degree.

**OBJECTIVE:** At least one out of every three (33.3%) outside hires as trainees for technical, professional, or managerial positions (at GS-5 or above) should be of college caliber.

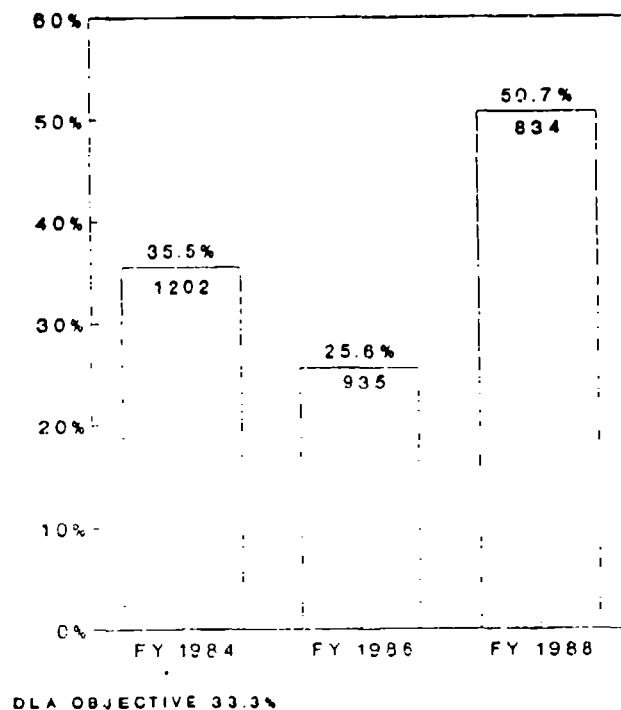
Of the 1,645 GS-5 and above hires during FY 1988, 50.7% (834) were of college caliber. This is the highest rate in Agency history. There was an increase in the number of temporary personnel hired to fill positions which were previously permanent. This is the principal reason for the large increase in the number of college caliber personnel hired during FY 1988.

All but two activities achieved or exceeded the goal of 33.3%. By mission groupings Supply Centers had a rate of 63.8%, Depots 60.9%, Service Centers 51.2%, and DCASRs 43.5%.

Approximately 37% of the college caliber hires were in a procurement related field (246) or quality assurance (63). The ADP, Management Analysis and Administration group (179) and the Engineering group (111) accounted for 35% of the college caliber hires. The accounting group (62) and supply group (35) accounted for 11% while the remaining 17% (138) were in various occupations.

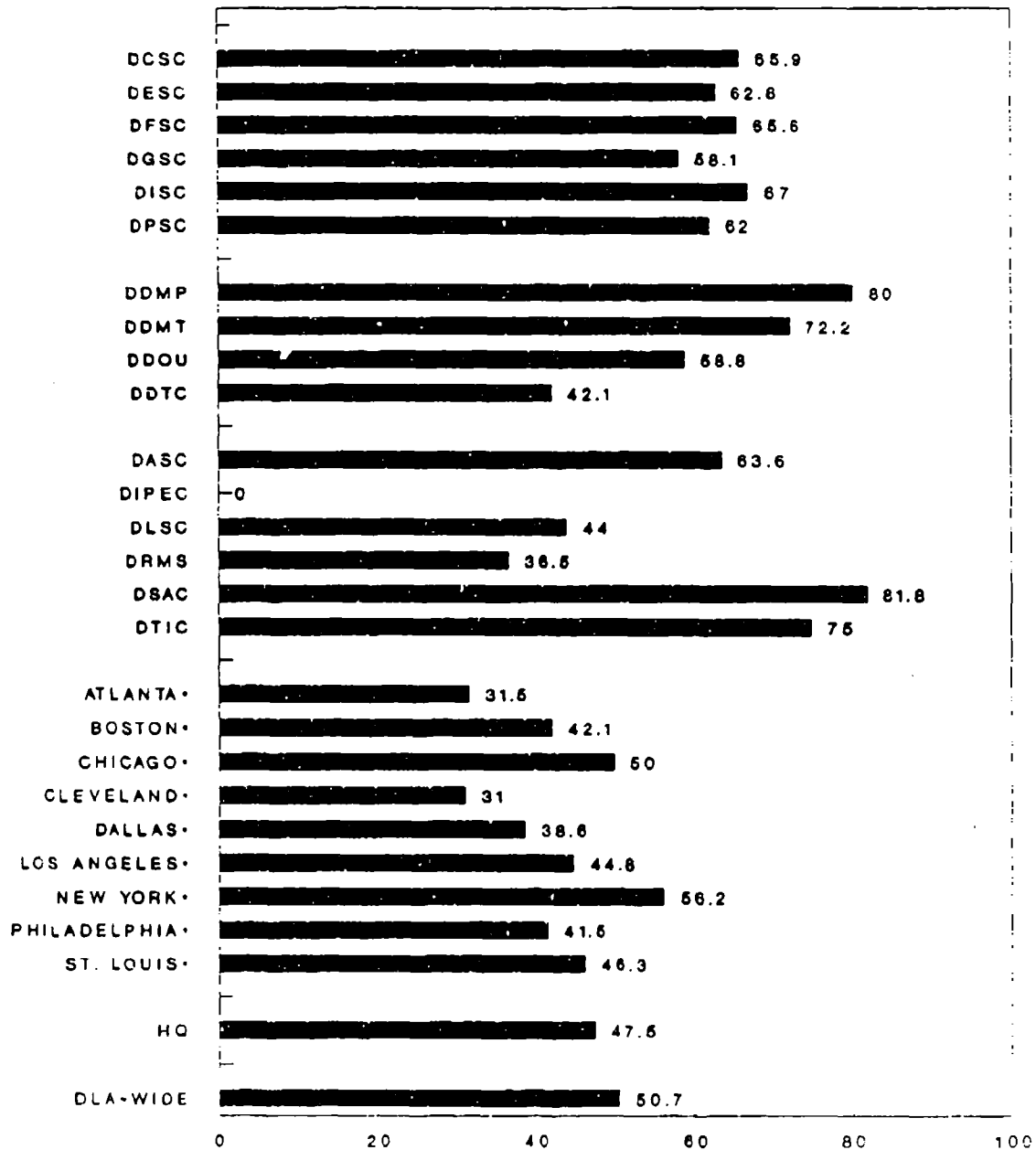
Table 2, Appendix B, shows a breakout of FY 1988 college caliber hires by occupation and mission groupings.

## COLLEGE CALIBER INPUT





# COLLEGE CALIBER INPUT FY 1988



•DCASRS/ %GS-05 AND ABOVE HIRES

## UPWARD MOBILITY

The number of employees who are entering, being trained in, and leaving the DLA Upward Mobility (UM) Program. The UM Program is implemented through the OPM/DLA nationwide training agreement which may temporarily waive qualification requirements and other locally developed, Headquarters-approved personnel procedures.

OBJECTIVE: To provide opportunities for employees in dead-end or limited potential positions to enter occupations with developed career ladders which will enable them to achieve their potential. The program goal is at least one Upward Mobility placement for every five trainee positions (i.e., positions filled at the GS-5/7 level or wage equivalent) with non-competitive progress to a designated target position.

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During FY 1988, 144 employees entered the Program. This represents a slight increase of seven employees from the prior year. Supply Centers generally increased while the program has declined in the DCASRs.

The number of program trainees reaching target positions during the year decreased by 87 (42.2%) from the end of the prior year. This decline was felt in all categories of activities.

The total number of trainees in the Program, 392, is 17 more than the figure for last year.

	<u>Number Entering Program</u>		
	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>
Supply Centers	99	78	100
Depots	16	13	17
Service Centers	16	15	9
DCASRs	53	31	15
HQ DLA	6	--	3
DLA-Wide	190	137	144

UPWARD MOBILITY PROGRAM  
(Number of Employees)  
Fiscal Year 1988

Activity	Previously Enrolled	New	Targets Achieved	Left Program	In Training Period End
<u>Supply Centers</u>	<u>206</u>	<u>100</u>	<u>80</u>	<u>0</u>	<u>226</u>
DCSC	--	--	--	-	--
DESC	76	34	31	-	79
DFSC	7	--	3	-	4
DGSC	33	8	7	-	34
DISC	42	55	20	-	77
DPSC	48	3	19	-	32
 <u>Depots</u>	 <u>41</u>	 <u>17</u>	 <u>9</u>	 <u>1</u>	 <u>48</u>
DDMP	9	1	6	1	3
DDMT	24	16	-	-	40
DDOU	4	--	-	-	4
DDTC	4	--	3	-	1
 <u>Service Centers</u>	 <u>56</u>	 <u>9</u>	 <u>6</u>	 <u>2</u>	 <u>57</u>
DASC	10	4	4	-	10
DIPEC	8	1	-	2	7
DLSC	21	-	-	-	21
DRMS	13	1	-	-	14
DSAC	-	-	-	-	-
DTIC	4	3	2	-	5
 <u>DCASRs</u>	 <u>64</u>	 <u>15</u>	 <u>19</u>	 <u>4</u>	 <u>56</u>
ATLANTA	2	1	-	2	1
BOSTON	-	-	-	-	-
CHICAGO	5	1	2	-	4
CLEVELAND	8	4	2	1	9
DALLAS	-	-	-	-	-
LOS ANGELES	-	-	-	-	-
NEW YORK	2	1	1	1	1
PHILADELPHIA	27	2	11	-	18
ST LOUIS	20	6	3	-	23
 HQ DLA	 8	 3	 5	 1	 5
 DLA-Wide	 375	 144	 119	 6	 392

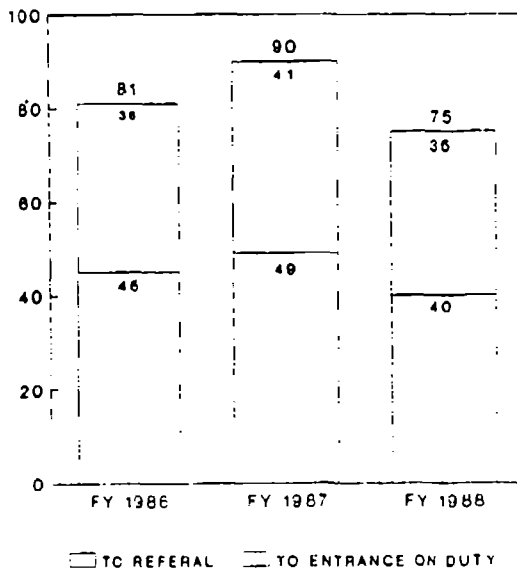
## AVERAGE TIME TO FILL VACANCIES

The average number of days between personnel office receipt of a Request for Personnel Action (SF-52) and (1) the date the selecting supervisor receives a list of qualified candidates (referral), and (2) the entrance on duty (EOD) date for selectees from both within (internal) and outside (external) the activities. The rates do not include delays caused by freezes imposed by activity, or higher management, vacancies stockpiled to place surplus employees, or other management requests to temporarily suspend fill action.

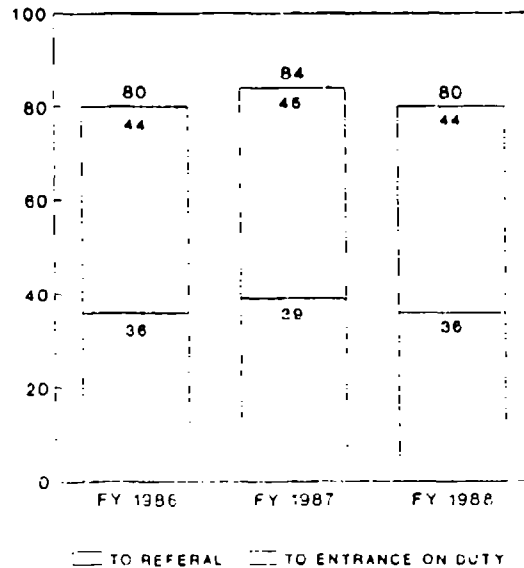
**OBJECTIVE:** To reduce both the average fill time and the high/low range between activities.

Of the 11,827 placement actions reported this Fiscal Year, 63% were filled from internal sources, and 37% from external sources. For fills from internal sources, Agency-wide fill time between personnel office receipt of the SF-52 and the EOD date decreased from 90 to 75 days; the external source rate decreased from 84 to 80 days. Agency-wide, length of time to referral for internal sources averaged 40 days; external source fills averaged 36 days both also decreases from FY 87. For internal source fills, activity rates to EOD ranged from a low of 44 days (DPSC), to a high of 163 days (DRMS); for external source fills ranged from a low of 35 days (DCASR, Chicago), to a high of 174 days (DASC).

### AVERAGE DAYS TO FILL VACANCIES INTERNAL



### AVERAGE DAYS TO FILL VACANCIES EXTERNAL



AVERAGE DAYS TO FILL VACANCIES  
FISCAL YEAR 1988

	INTERNAL		EXTERNAL	
	REFERRAL	EOD	REFERRAL	EOD
<u>SUPPLY CENTERS</u>	<u>32</u>	<u>65</u>	<u>32</u>	<u>77</u>
DCSC	36	84	29	60
DESC	50	79	25	84
DFSC	101	135	66	118
DGSC	39	101	30	123
DISC	25	45	24	48
DPSC	22	44	39	66
<u>DEPOTS</u>	<u>31</u>	<u>59</u>	<u>27</u>	<u>48</u>
DDMP	42	66	61	104
DDMT*	14*	34*	20*	28*
DDOU	48	76	26	45
DDTC	31	72	29	81
<u>SERVICE CENTERS</u>	<u>83</u>	<u>128</u>	<u>79</u>	<u>149</u>
DASC	96	134	94	174
DIPEC	43	77	23	52
DLSC	82	113	68	168
DRMS	104	163	76	141
DSAC	23	68	27	93
DTIC	120	150	97	154
<u>DCASRS</u>	<u>35</u>	<u>73</u>	<u>22</u>	<u>67</u>
ATLANTA	30	60	37	104
BOSTON	22	59	13	48
CHICAGO	22	53	11	35
CLEVELAND	36	75	11	64
DALLAS	44	92	20	80
LOS ANGELES	47	90	32	80
NEW YORK	DATA IS NOT AVAILABLE			
PHILADELPHIA	36	62	34	67
ST. LOUIS	39	72	18	68
HQ DLA	89	132	76	129
<u>DLA-WIDE</u>	<u>40</u>	<u>75</u>	<u>36</u>	<u>80</u>

\*Represents only second half figures.

## EMPLOYEE SIGNIFICANT RECOGNITION

Percentage of employees who received DLA's more significant awards: Exceptional and Meritorious Civilian Service, Certificates of Achievement or Commendable Service, the Distinguished Career Service, Special Act or Service, and Sustained Superior Performance Awards.

OBJECTIVE: Recognize each deserving employee; strive for equitable recognition of employees at various levels. Individual activities can gauge their usage by comparison with the Agency average.

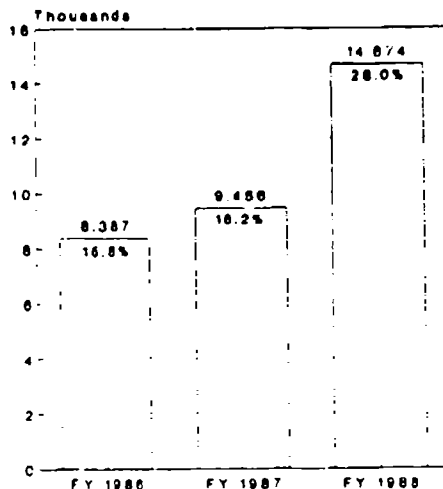
During FY 1988, 14,674 employees (28% of the workforce) received significant recognition from management. An additional 3,179 (6%) were recognized by letters of commendation signed by the activity Head and other awards of similar nature. Of the 14,674 employees receiving significant recognition, 7,511 (51%) received Sustained Superior Performance Awards and 5,677 (39%) received Special Act or Service Awards (4,090 individual awards and 272 group awards involving 1,587 employees). Nine hundred and forty one employees (6.4%) received Commendable Service Certificates, 262 (1.8%) DLA Distinguished Career Service Awards, and 234 (1.6%) Certificates of Achievement. Forty five employees received the Meritorious Civilian Service Awards and four employees were presented the DLA Exceptional Award.

The table below shows distribution of significant recognition by grade grouping.

	<u>GS 1-6</u>	<u>GS 7-12</u>	<u>GS 13-15</u>	<u>GM 13-15</u>	<u>WG &amp; Others</u>
% Strength	25.8	48.1	2.2	4.6	19.3
% Recognition	28.8	50.6	1.3	3.6	15.7
% Cash Award	27.3	40.6	1.2	18.2	12.7

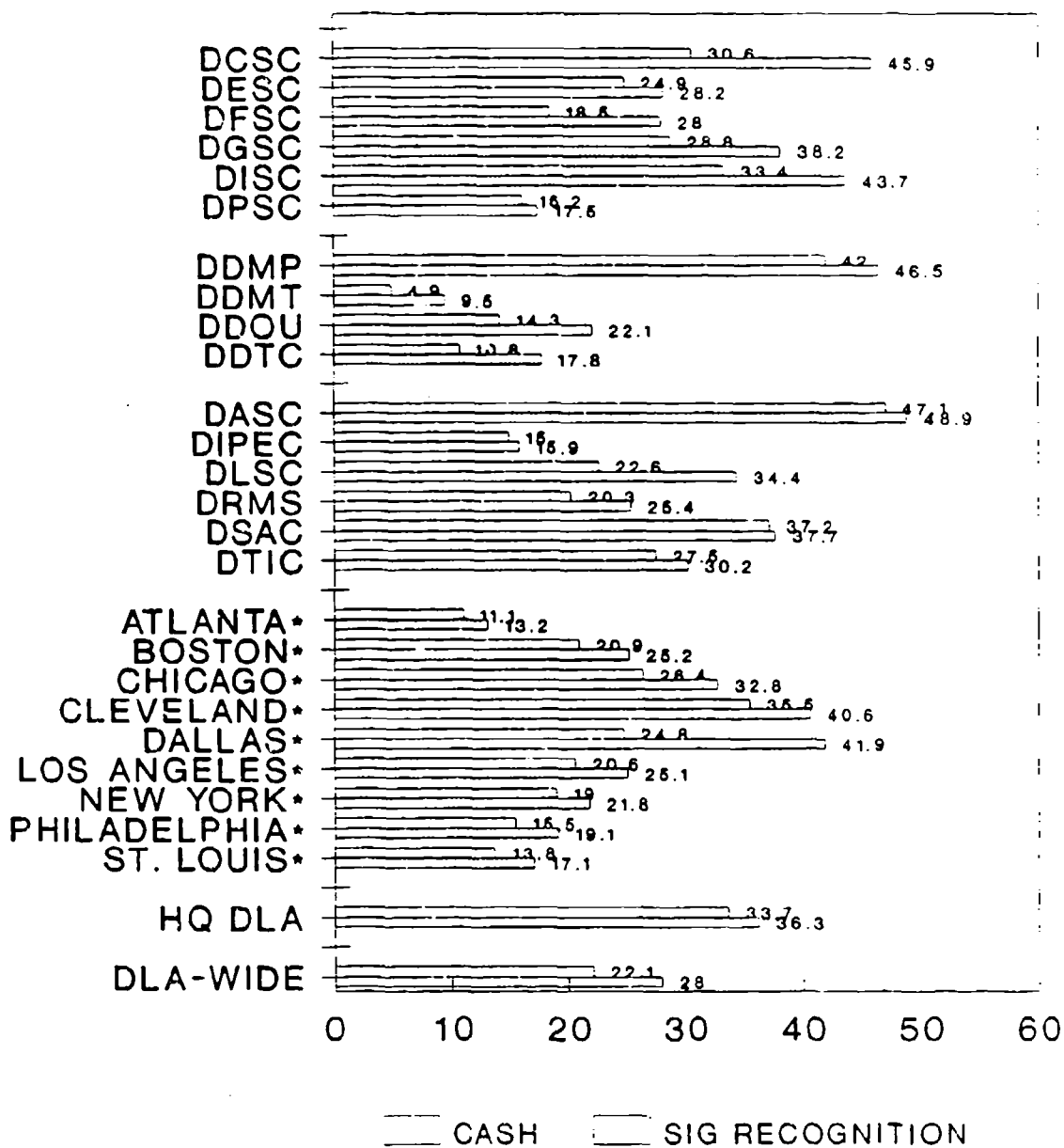
An annual summary showing activity recognition rates from FY 1985 through FY 1988 is shown at Table 3, Appendix B.

### EMPLOYEE SIGNIFICANT RECOGNITION ( % AVERAGE STRENGTH )



DLA-WIDE

# EMPLOYEE SIGNIFICANT RECOGNITION 1/ ( % PERMANENT STRENGTH ) FY 1988



\*DCASRS 1/EXCLUDES QSI

## QUALITY INCREASES

Percentages of General Schedule employees receiving Quality Increases (QIs) in recognition of their sustained, above-average performance of assigned duties.

STANDARD: Carry out that section of the law which allows an agency to recognize and reward sustained high level performance by authorizing accelerated step increases.

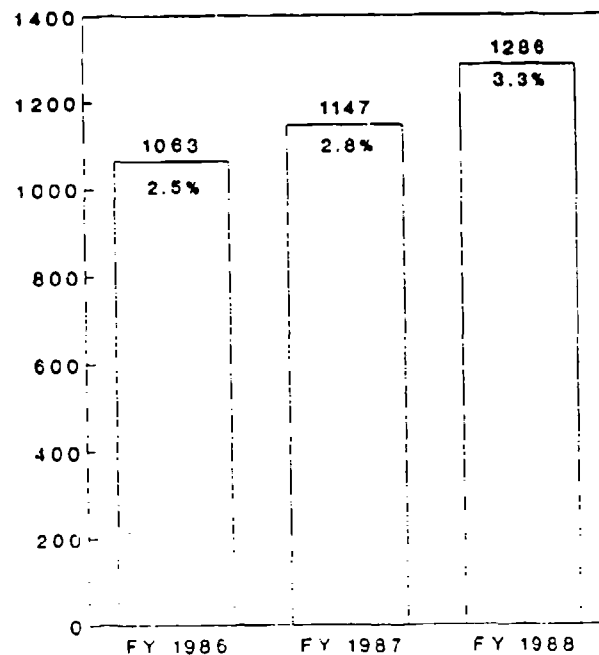
A total of 1,286 QIs were granted during FY 1988, covering 3.3% of the General Schedule work force.

The table below shows distribution of QIs by grade grouping.

	<u>GS 1-6</u>	<u>GS 7-12</u>	<u>GS 13-15</u>
% Total GS Strength	33.9	63.2	2.9
% Total QIs	28.1	65.6	5.3

Table 4, Appendix B, reflects annual data by activity for FY 1985 through FY 1988.

## TRENDS IN QUALITY INCREASES ( % AVERAGE GS STRENGTH )

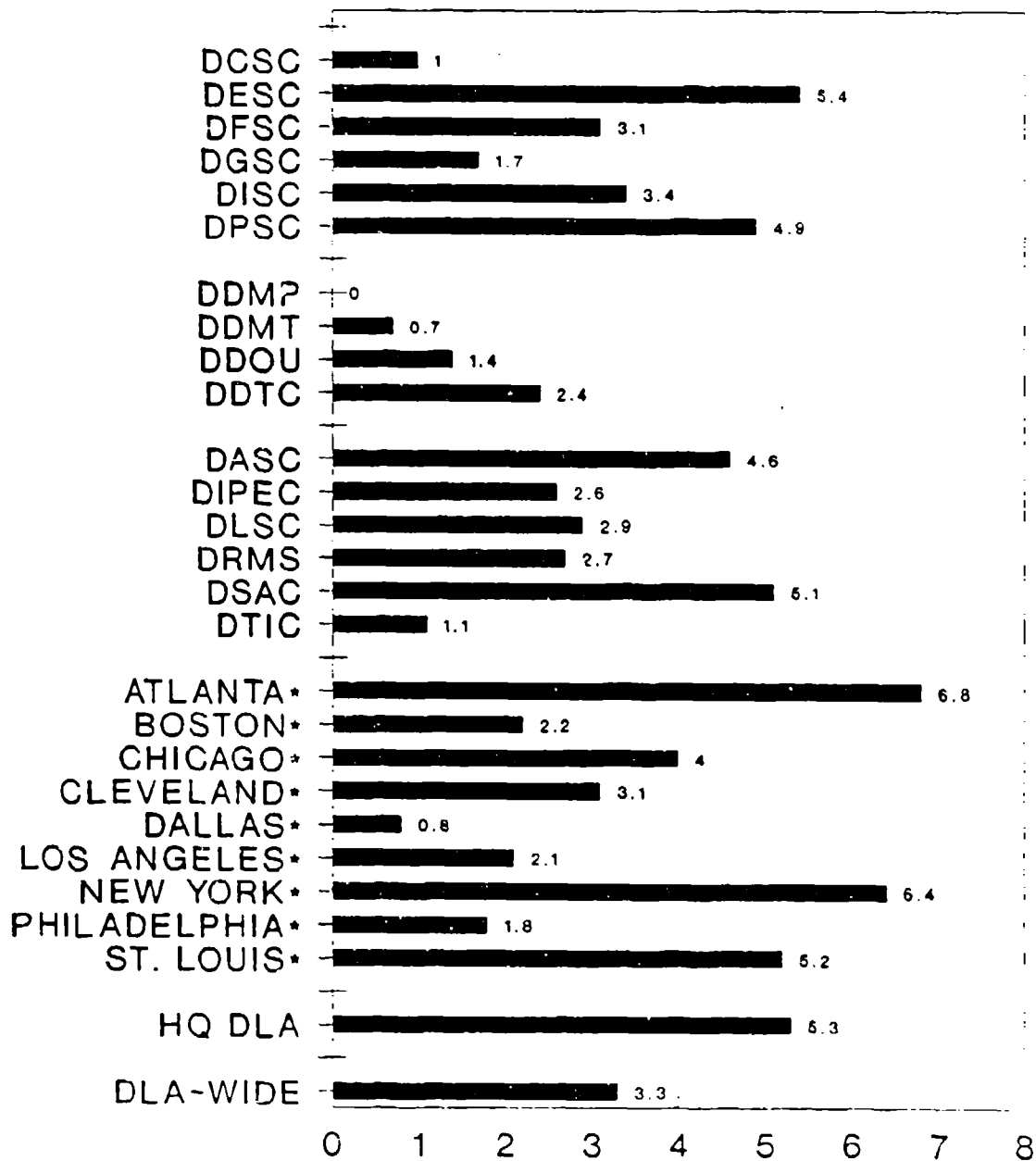


DLA-WIDE



# QUALITY INCREASES

( % PERMANENT GS STRENGTH ) FY 1988



\*DCASRS

## EMPLOYEE SUGGESTIONS

Approved employee suggestions for improving the economy, efficiency or effectiveness of operations.

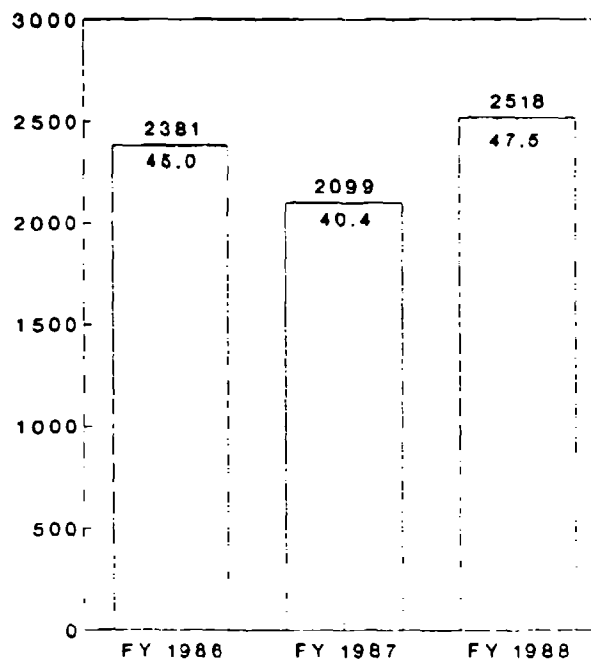
OBJECTIVE: Sixty per 1,000 employees per year (30 per half year).

A total of 2,518 suggestions were adopted in FY 1988, for a rate of 47.5 per 1,000 employees. Nine activities exceeded the goal of 60 with DDOU being the leader with a rate of 148.9. Emphasis on the Model Installation Program (MIP) has resulted in an increased volume of suggestions at some activities.

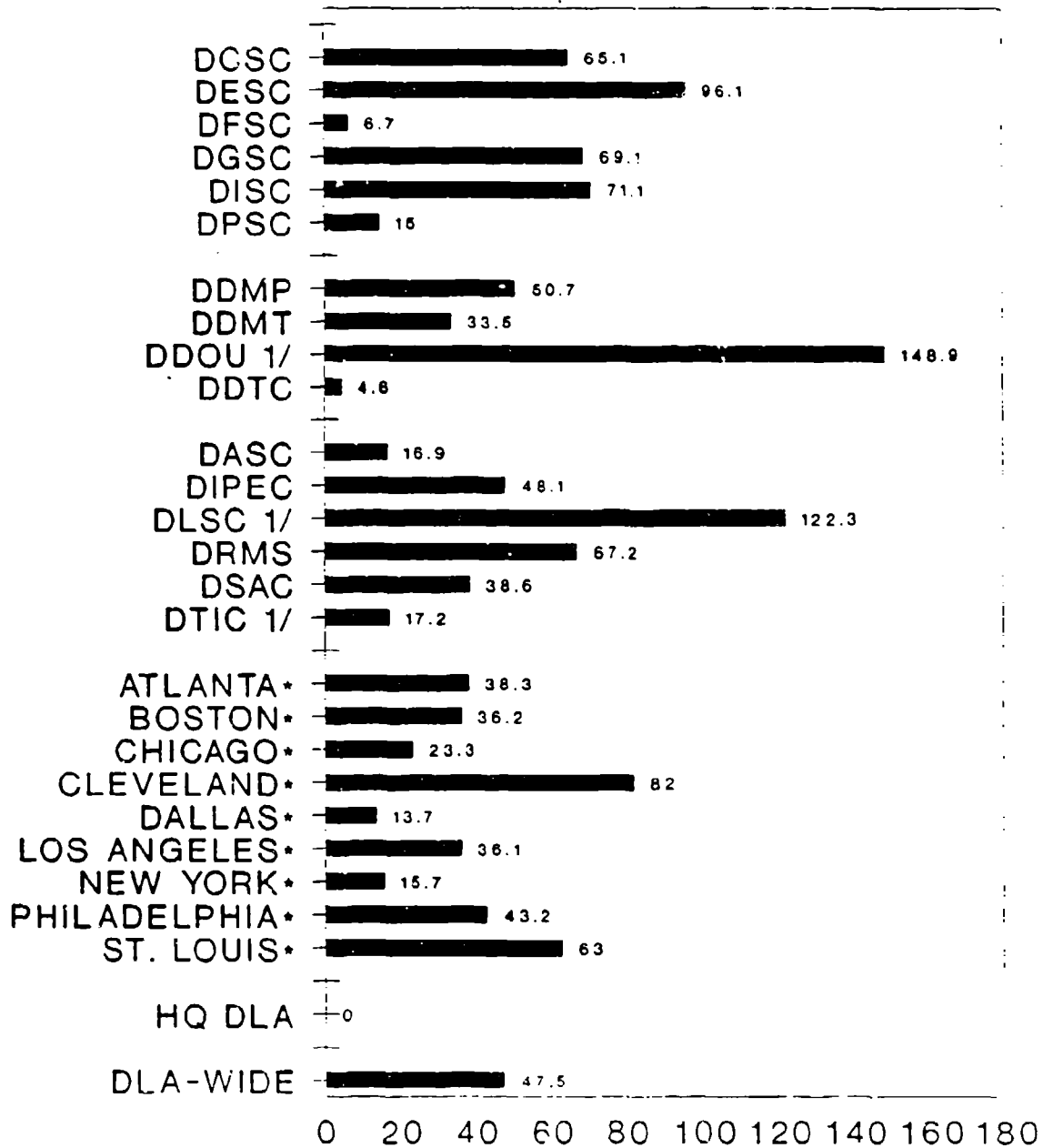
The Agency realized \$4,117,757 in savings through suggestions, which is more than the \$3.3 million saved in FY 1987. Of the 2,518 adoptions, 2,036 earned cash awards for which DLA employees received \$277,146. The average cash award was \$136.12.

Table 5, Appendix B, shows annual rates by activity for FY 1985 through FY 1988.

### ADOPTED SUGGESTIONS PER 1,000 EMPLOYEES DLA-WIDE



# ADOPTED SUGGESTIONS PER 1,000 EMPLOYEES FY 1988



\*DCASRS 1/INCLUDES MIPS IN SUGGESTIONS

## DISCIPLINARY AND CORRECTIVE ACTIONS

Percentage of employees removed, terminated for cause, separated for unacceptable performance (inefficiency), suspended, given written reprimands, denied within grade increases, or resigned with disciplinary charges pending against them.

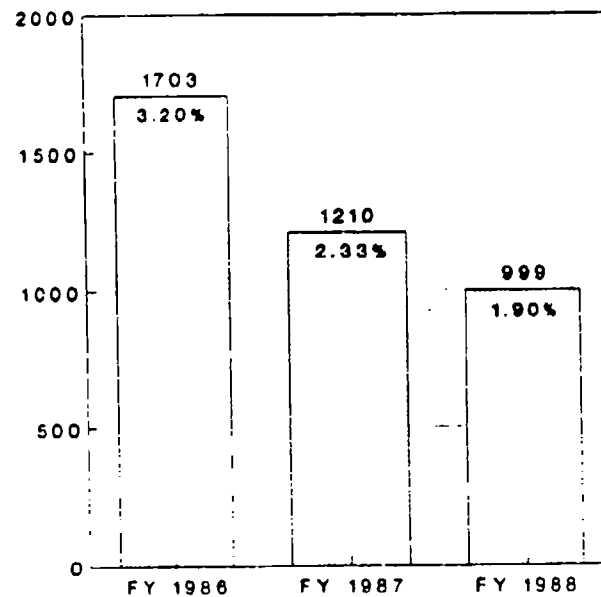
A total of 999 employees were subject to some type of disciplinary action in FY 1988 (1.9% of strength). This is the third year that the rate of disciplinary and corrective actions has decreased. The total actions were distributed as follows: written reprimands, 362 (36.2%); suspensions, 276 (27.6%); removal for cause, 127 (12.7%); denial of within grade increase, 77 (7.7%); termination probation/ pending, 71 (7.1%); unacceptable performance rating on critical elements, 42 (4.2%); resignation, charges pending, 38 (3.8%); and, changes to lower grade, 6 (.6%).

The table below shows distribution of these actions by grade grouping.

	GS 1-6	GS 7-11	GS-12 & Above	GM 13-15	WG and Others Nonsupervisory	Supervisory
% of Actions	35.3	24.7	4.1	.8	32.8	2.3
% of Strength	26.1	37.1	13.7	4.6	17.0	1.5

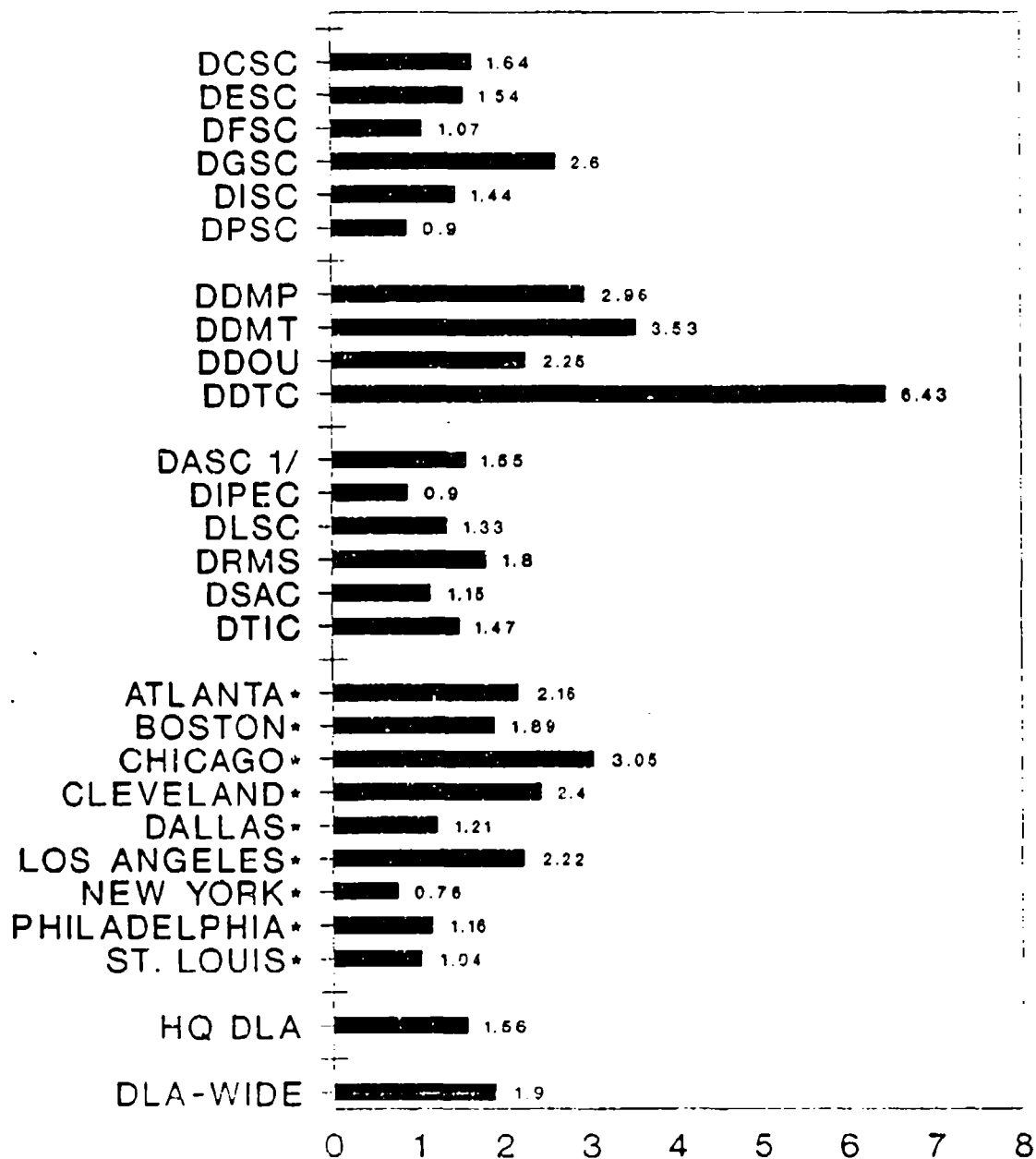
Table 6, Appendix B, shows annual activity rates for FY 1985 through 1988.

## TRENDS IN DISCIPLINARY AND CORRECTIVE ACTIONS



% AVERAGE STRENGTH

# DISCIPLINARY AND CORRECTIVE ACTIONS ( % PERMANENT STRENGTH ) FY 1988



\*DCASRS

## GRIEVANCES

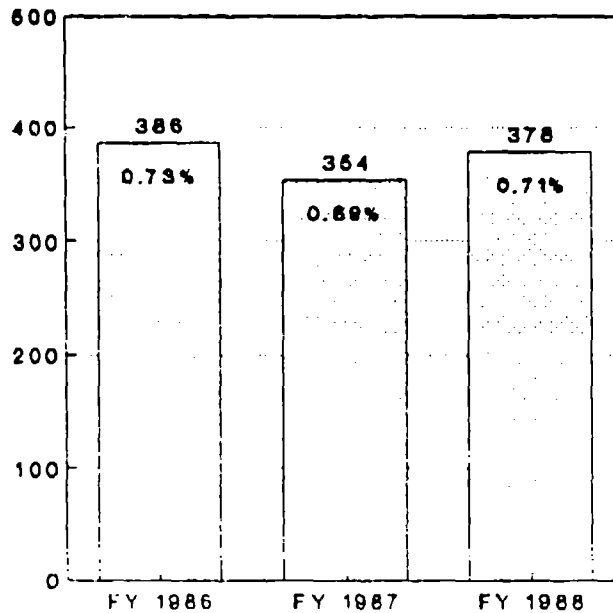
Percentage of employees who filed grievances (not including EEO complaints) with their activity.

A total of 378 grievances, were filed during FY 1988 for a rate of .71% of strength. This figure represents a slight increase in grievance activity in our workforce. The actions initiated during this period include 50 grievances filed in accordance with Agency procedures and 328 processed under negotiated grievance procedures. The latter category included 29 grievances for union concerns. At the close of the reporting period, 69 grievances were pending resolution.

Following are annual rates by mission grouping. DLA-wide totals include HQ DLA and Management Support Activities.

	FY 1985		FY 1986		FY 1987		FY 1988	
	Nr.	%	Nr.	%	Nr.	%	Nr.	%
Supply Centers	82	.48	100	.56	96	.56	88	.51
Service Centers	24	.33	45	.63	31	.44	96	1.35
Depots	110	1.58	139	1.99	120	1.73	58	.79
DCASRs	79	.45	102	.54	107	.58	130	.69
DLA-Wide	295	.58	386	.73	354	.69	378	.71

## GRIEVANCES INITIATED EXCEPT EEO COMPLAINTS



( % AVERAGE STRENGTH DLA-WIDE )

## WORK FORCE AGE

Percentage of highly experienced and skilled employees approaching or reaching retirement eligibility as an indicator of training and employment programs needed to replace them.

The Agency's older employees represent, generally, the most experienced part of the work force and those assigned to the highest levels of responsibility. As ever larger percentages of the work force become eligible for retirement, or approach retirement eligibility, the greater the efforts which must be made toward identifying and training replacements.

While the workforce age profile is somewhat improved overall, some occupations and/or activities could experience a sudden loss of expertise due to retirements.

### AGE AND RETIREMENT ELIGIBILITY

#### Total Work Force

<u>End of</u>	<u>Average</u>	<u>Age</u>	<u>Retmt</u>
	<u>Age</u>	<u>50+</u>	<u>Elig</u>
FY 1988	42.9	29.3%	8.3%
FY 1986	41.8	29.0%	7.7%
FY 1984	42.0	32.0%	9.6%

	<u>GS 1-6, WG</u>		<u>GS 7-12*</u>		<u>GS 13 &amp; Above*</u>	
	<u>Age</u>	<u>Retmt</u>	<u>Age</u>	<u>Retmt</u>	<u>Age</u>	<u>Retmt</u>
	<u>50+</u>	<u>Elig</u>	<u>50+</u>	<u>Elig</u>	<u>50+</u>	<u>Elig</u>
FY 1988	23.2%	5.9%	33.4%	9.9%	28.3%	8.1%
	<u>GS 7-11</u>		<u>GS 12 &amp; Above</u>			
FY 1986	22.1%	5.3%	32.2%	9.1%	42.6%	11.9%
FY 1984	23.1%	6.2%	39.1%	12.5%	45.5%	14.0%

Tables 7 and 8, Appendix B, contain more detailed information on age and retirement eligibility by activity.

\*The grade range format has been changed in the report from which this information is obtained.

## EEO COMPLAINTS

Total EEO complaint activity including number and percentage of EEO counseling contacts, complaints filed and processed to include final action on formal complaints.

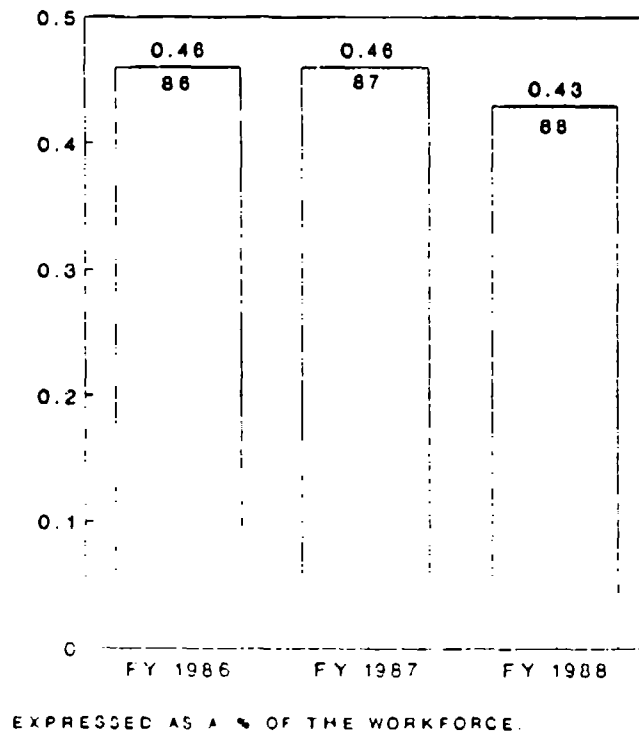
During FY 1988, 1,580 persons were counseled regarding EEO issues, resulting in 237 formal complaints being filed (14% of those counseled). There were 222 complaint closures during the period.

The average number of days from filing to closure of complaints within DLA continues to be a concern. For the 222 complaints closed during the period, the average number of days from filing to closure was 407.

Complaint inventory decreased by 8% during the period. There were 330 complaints on hand at the beginning of the period and 306 on hand at the end of the period.

Agency-wide complaint activity for FY 1984 through FY 1988 is summarized at Table 9, Appendix B.

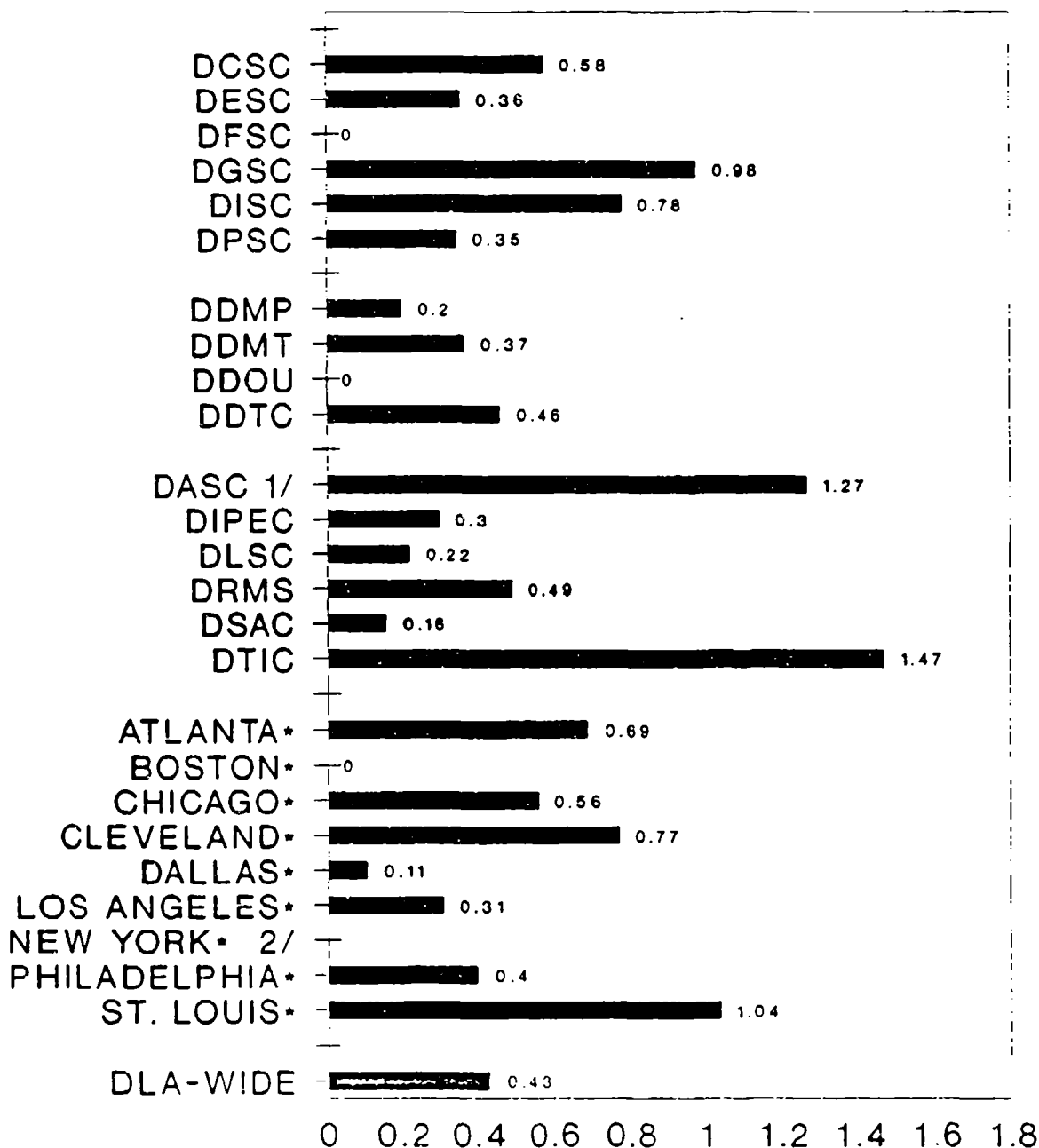
## EEO COMPLAINTS DLA-WIDE





# EEO COMPLAINTS

( % PERMANENT STRENGTH ) FY 1988



\*DCASRS 1/INCLUDES HQ DLA 2/NO DATA

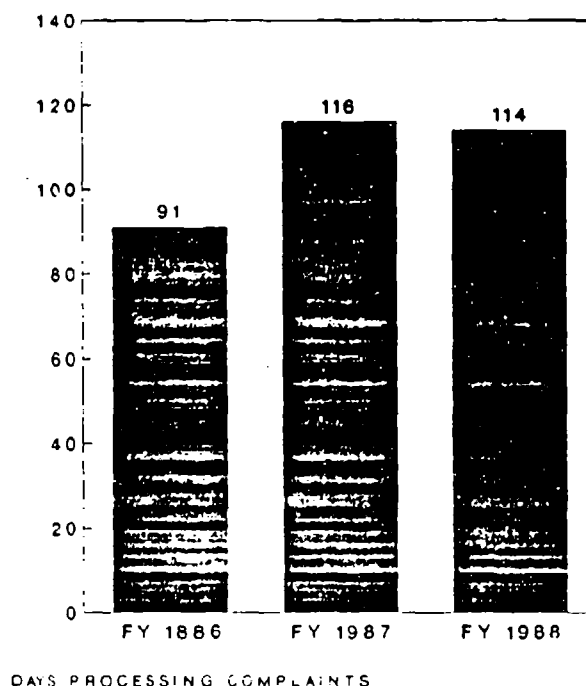
## TIMELY PROCESSING OF EEO COMPLAINTS

The objective is to reduce avoidable delays in complaints processing time at each PLFA. Tracking is done at six stages of in-house complaints processing which include the following: (1) date of acceptance/rejection/cancellation; (2) date investigation started on-site; (3) date report of investigation received; (4) date of informal adjustment attempt; (5) date proposed disposition issued; and (6) date EEOC Hearing/DLA Decision without Hearing requested.

During FY 1988, only 8 PLFAs were below the recommended 85-day time frame for overall processing time in the six stages covered. The DLA-wide average was 114 days; compared to 116 days for FY 1987.

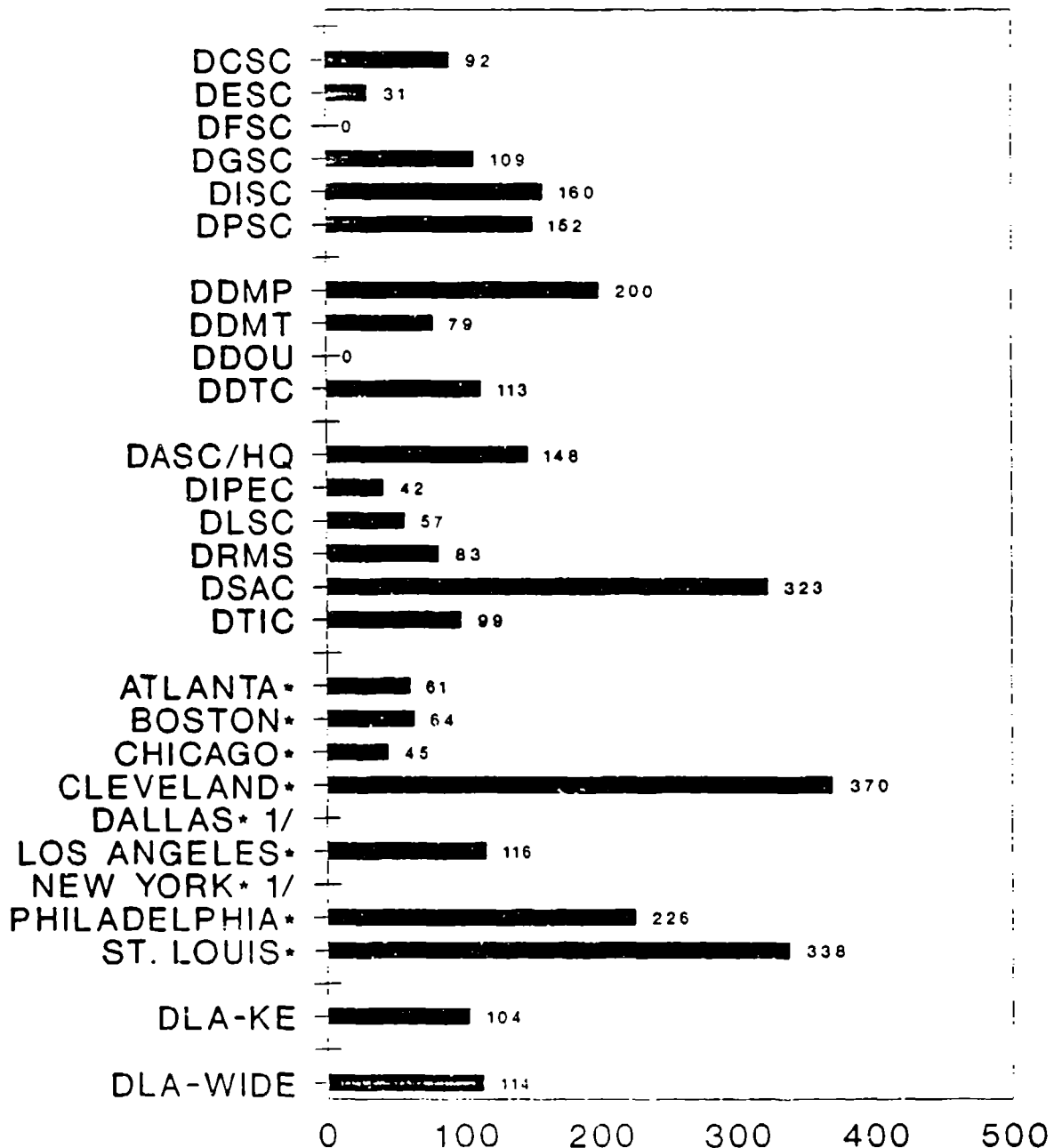
For DLA decisions rendered by Headquarters, DLA during FY 1988, the average processing time to closure was 104 days compared to 125 days for FY 1987.

### EEO COMPLAINTS AVERAGE PROCESSING TIME DLA-WIDE



# PROCESSING EEO COMPLAINTS

( AVERAGE DAYS ) FY 1988



\*DCASRS 1/NOT ALL DATA AVAILABLE

## SICK LEAVE

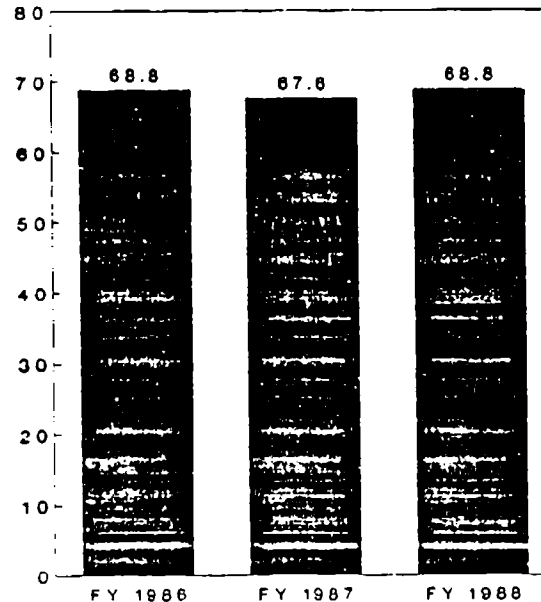
Average number of sick leave hours used per employee during the year.

OBJECTIVE: Not more than 66 hours per employee a year (35 hours for the first half and 31 hours for the second half of the fiscal year).

Employees used 3,643,632 hours of sick leave during FY 1988, for an average of 68.8 hours per employee. Based on current average employee salary, Agency cost of sick leave was \$45.1 million in nonproductive time. Seven activities reported sick leave below the 66 hour objective.

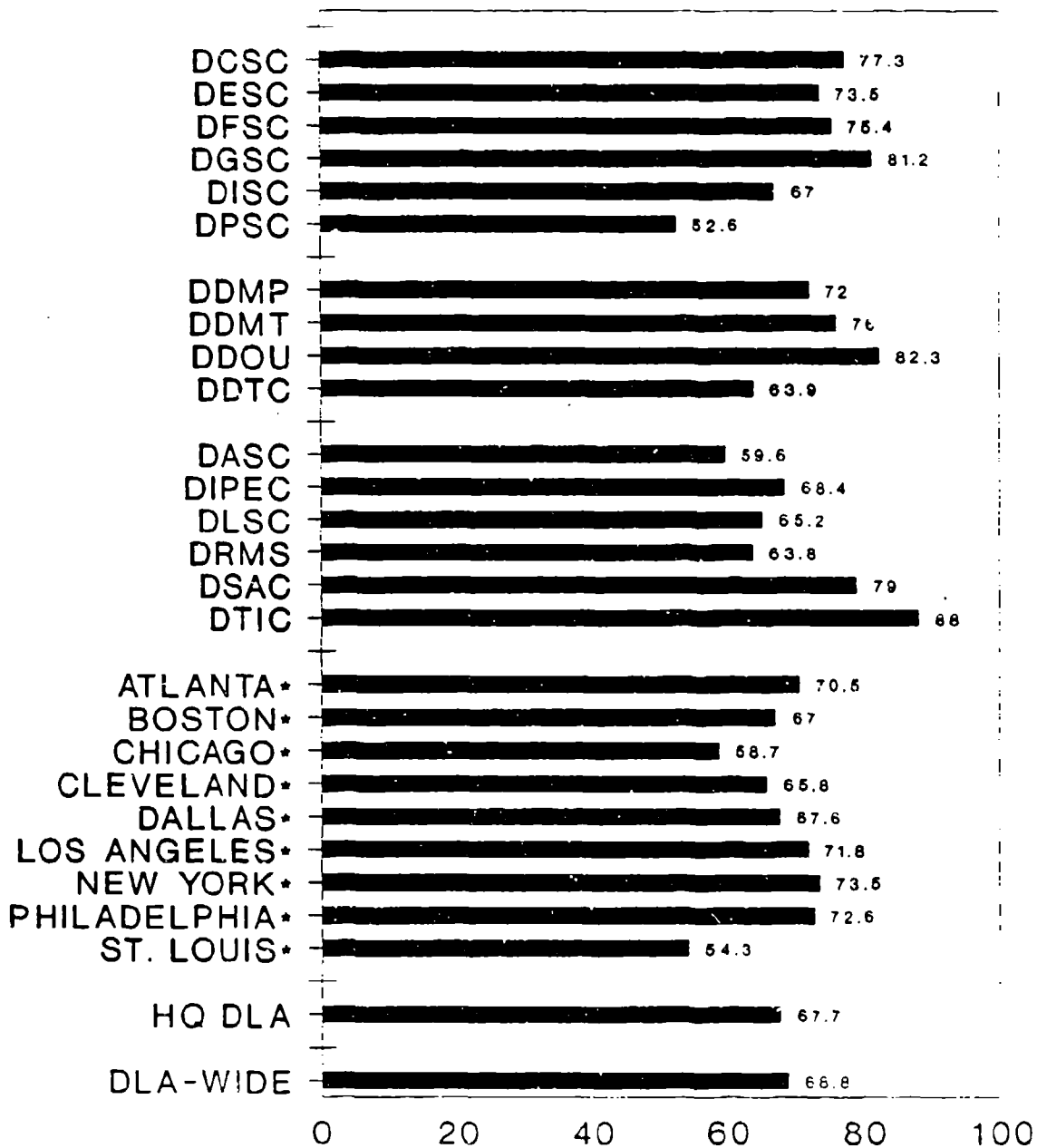
Annual rates by activity for FY 1985 through FY 1988 are at Table 11, Appendix B.

### AVERAGE SICK LEAVE USAGE PER EMPLOYEE DLA-WIDE



FIGURES GIVEN IN HOURS USED

# SICK LEAVE USAGE-AVE HOURS PER EMPLOYEE DLA-WIDE



\*DCASRS \ GOAL = 66

## CONTINUATION OF PAY

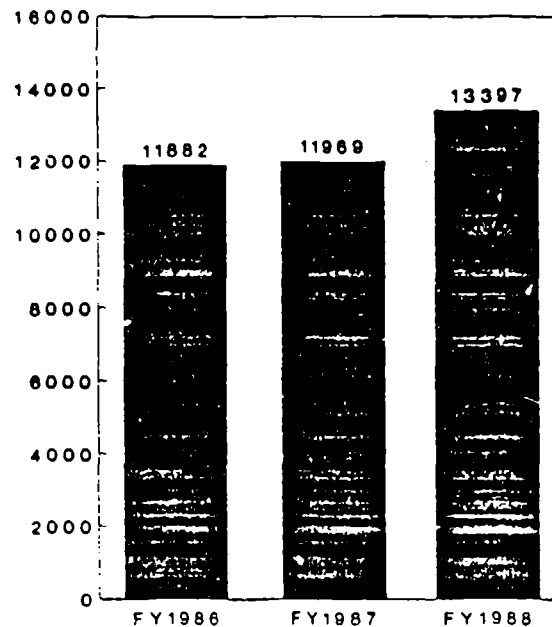
Continuation of Pay (COP) is the continuation of an employee's regular pay by the employing agency with no charge to sick or annual leave. COP may be granted in traumatic injury cases for a maximum of 45 calendar days.

OBJECTIVE: To reduce COP usage by returning injured employees to work as quickly as possible and thereby realizing lower total workers compensation costs.

During FY 88 there were 1,223 employees on COP. These employees used 13,397 workdays of COP at a cost to the Agency of \$981,070.89 in non-productive time.

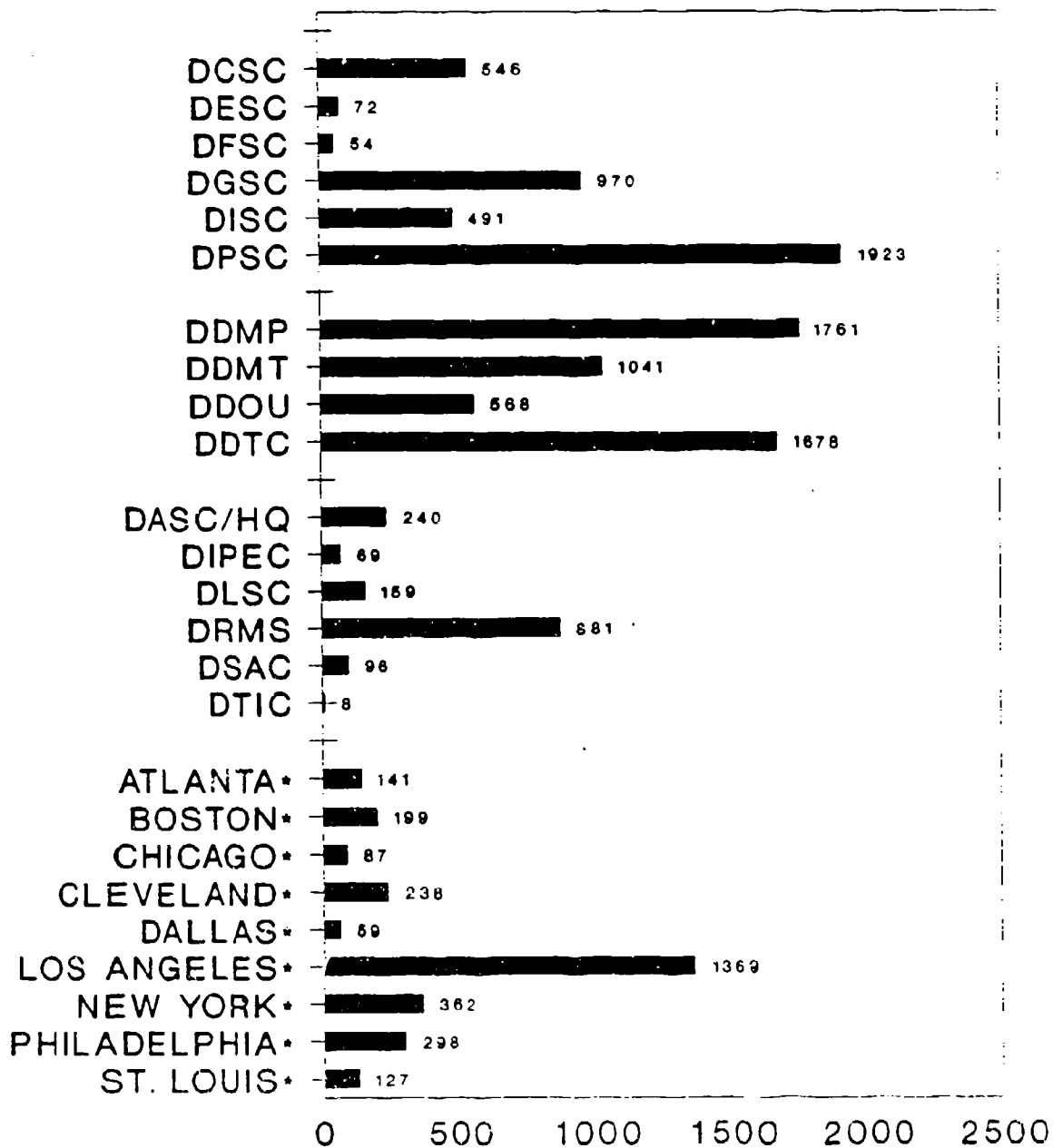
The chart below compares days of COP used by the Agency for the last three fiscal years.

### CONTINUATION OF PAY FY WORKDAYS DLA-WIDE



FIGURES EXPRESSED IN TOTAL DAYS USED

CONTINUATION OF PAY  
(TOTAL WORKDAYS) FY 88



\* DCASRS

## SUPERVISORY TRAINING

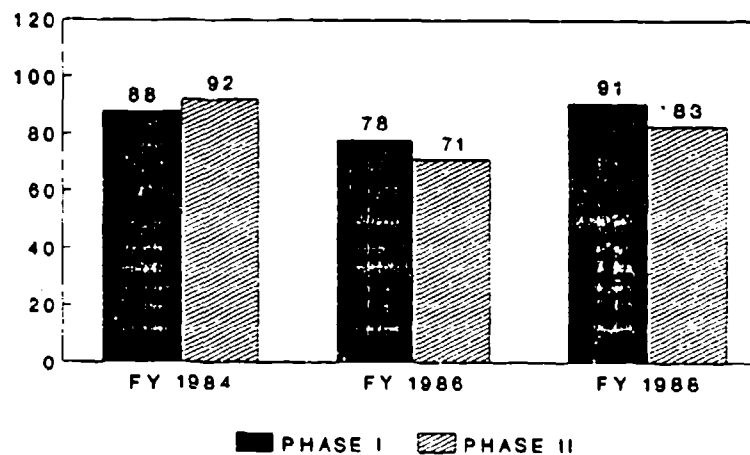
The number of supervisors on the rolls at the end of the reporting period who have completed required supervisory training or received written waivers.

**OBJECTIVE:** To provide essential training to new first-level supervisors and to systematically provide all supervisors with any additional training needed. Phase I training (40 hours) should be completed within 6 months after first assignment as a supervisor; Phase II (an additional 40 hours) within one year after assignment.

At the close of FY 1988, there were 5,993 supervisors on the rolls; 91% (5,456) had completed the Phase I, 40 hours training while 83% (4,981) had completed the additional 40 hour Phase II training.

About 3% of our supervisors had held supervisory positions over six months without having accomplished their first 40 hours of Phase I training, and 4% had been appointed over one year without completing Phase II.

## TREND IN SUPERVISORY TRAINING ( % SUPERVISORS TRAINED )



DLA-WIDE



SUPERVISORY TRAINING  
(% Supervisors Trained)  
Fiscal Year 1988

<u>Activity</u>	Completed <u>Phase I</u>	Completed <u>Phase II</u>
<u>Supply Centers</u>		
DCSC	87	61
DESC	100	96
DFSC	86	72
DGSC	99	99
DISC	97	98
DPSC	79	79
 <u>Depots</u>		
DDMP	92	87
DDMT	93	97
DDOU	99	93
DDTC	98	93
 <u>Service Centers</u>		
DASC	78	67
DIPEC	71	63
DLSC	99	53
DRMS	93	55
DSAC	100	100
DTIC	77	64
 <u>DCASRs</u>		
ATLANTA	81	77
BOSTON	81	80
CHICAGO	93	93
CLEVELAND	91	83
DALLAS	99	99
LOS ANGELES	96	94
NEW YORK	92	85
PHILADELPHIA	87	88
ST. LOUIS	88	88
 HQ DLA	73	70
 DLA-Wide	91	83

## STAFFING OF OFFICES OF CIVILIAN PERSONNEL

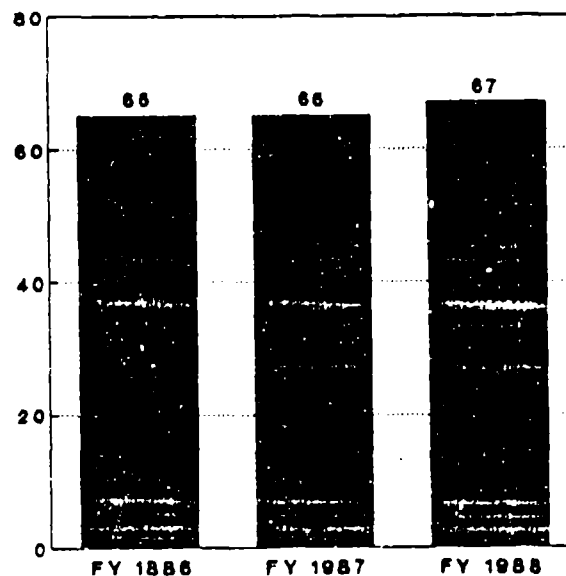
Ratio of authorized - not actual - Office of Civilian Personnel staff (engaged in purely personnel functions) to the number of employees serviced.

STANDARD: Reasonable relationship (+ or - 10%) of the average for activities of similar size and mission.

Serviced strength during FY 1988 decreased to 50,352. There was a 4.6% increase in Office of Civilian Personnel employees (831 to 871) causing the servicing ratio to raise to 1:67.

Five activities reported significant changes in their servicing situations. Three activities improved their servicing ratio: DDOU (from 1:41 to 1:54), DRMR (from 1:78 to 1:87), and DCASR, Chicago (from 1:50 to 1:73). Two activities reported a decrease in their ratio: DCASR, Cleveland (from 1:58 to 1:49) and DCASR, St. Louis (from 1:73 to 1:64).

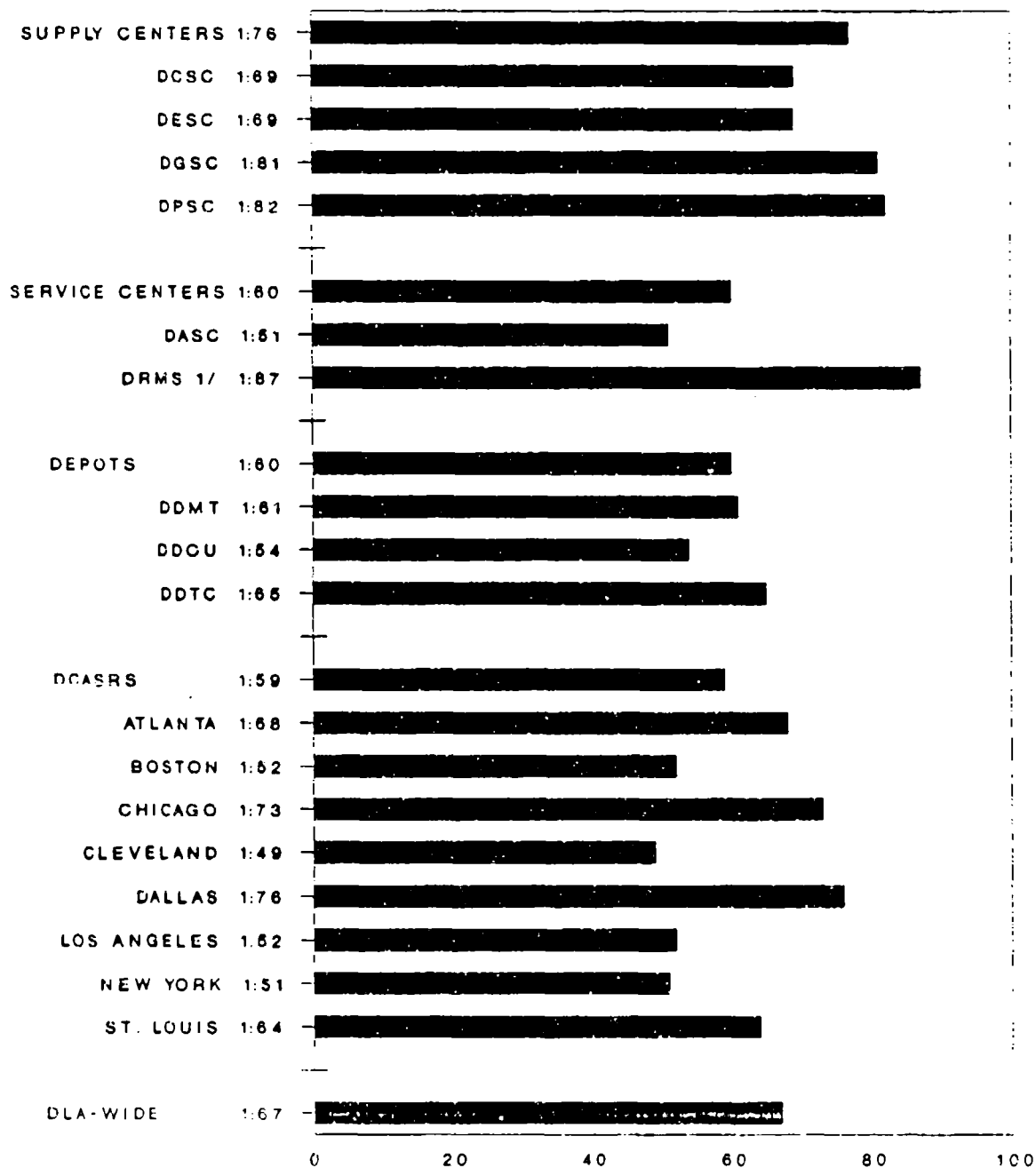
### CIVILIAN PERSONNEL OFFICE STAFFING RATIO CPO STRENGTH TO NO. EMPLOYEES SERVICED



DLA-WIDE

# CIVILIAN PERSONNEL OFFICE STAFFING RATIO

## FISCAL YEAR 1988



1/CONSOLIDATED DRMS

APPENDIX A

SECOND HALF  
FISCAL YEAR 1988

STATISTICAL INDICATORS SUMMARY SHEET

## EXPLANATION OF STATISTICAL INDICATOR SUMMARY

A. Average Actual Strength is extracted from the automated civilian personnel data bank (ACPDB). This report contains no information on foreign nationals (indirect and direct hire). The figure in parenthesis is exclusive of U.S. citizens overseas.

B. Item 1 - Change in Strength - rate is based on end of period strength and is taken from DLAH Form 679.

C. Item 2 - Position Classification Survey - rate is based on established positions as reported by activities. Rate for position quality audited is based on the number of positions certified unchanged. For this report the rates reflect cumulative activity from 1 April 1987 to 30 September 1987.

D. Item 3 - Disciplinary Actions - rate is based upon information both manually reported by activities and extracted from the ACPDB, expressed as percent of average actual strength (excluding overseas employees).

E. Item 4 - Appeal and Grievance Cases - rate is based on cases manually reported by activities as initiated during the period at the activity and/or the Office of Personnel Management, expressed as a percent of average actual strength (excluding overseas employees).

F. Item 5 - Favorable Recognition - rate is based on data manually reported by activities. Significant recognition excludes letters of appreciation, sick leave certificates and other "mass type" recognitions. Quality increases (QI) are reported as a separate line item. The rate for significant recognition is expressed as percent of average actual strength (excluding overseas employees). Rate for QIs is expressed as percent of average General Schedule strength.

G. Item 6 - Approved Suggestions - rate is expressed as number of adopted suggestions per 1,000 employees (average actual strength, excluding overseas employees).

H. Item 7 - Sick Leave - hours used and number of hours used per employee as manually reported for each activity. Sick leave hours used by personnel of DoD/DLA Management Support Activities are included with those of the activity which services these employees, and the average strength figure used for the computation includes the strength of the serviced offices.

I. Item 8 - Accessions

a. Total - rate is based on gains as extracted from ACPDB and is expressed as percent of average actual strength. The gains exclude changes of Appointing Offices within DLA.

b. The rate of Accessions to the permanent work force is expressed as percent of permanent strength at the end of report period. Data are extracted from ACPDB.

c. College Caliber Hires - the first figure represents the total number of college caliber hires; the second figure represents total hires at GS-5 level and above. Activity input includes hires for serviced HQ Management Support Activities. Data are extracted from ACPDB.

J. Item 9 - Losses - rates for total losses, total quits and transfers out are based on data from ACPDB and are expressed as percent of average actual strength. Losses include Changes of Appointing Offices within DLA. Losses and quits from the permanent work force are extracted from ACPDB and rate is expressed as percent of permanent work force at end of report period.

K. Item 10 - Supervisory Ratio - number of supervisors and ratio are extracted from ACPDB at end of report period.

L. Item 11 - Average Grade - based on full time employment and extracted from the ACPDB as of end of report period.

M. Item 12 - EEO Complaint Cases - rate is based on cases reported by activities as filed during the period at the activity, expressed as a percent of average actual strength (excluding overseas employees).

N. Staffing Ratio - CPO strength vs strength serviced. The ratio reported in the DLA column excludes the DLA-K Staff. The staffing ratio for DRMS is for the combined elements of DRMS and supporting operating civilian personnel office authorized spaces. These elements, employees served and authorized supporting civilian personnel spaces, have been deducted from DCSC, DDMT, and DDOU, and staffing ratios adjusted accordingly.

STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	DLA	HQ DLA	PRCS	DASC
AVERAGE ACTUAL STRENGTH* (EXCLUDING OVERSEAS EMPLOYEES)	52700 (52425)	834	3587 (3406)	705
1. CHANGE IN STRENGTH (U.S. CITIZEN)	-5.7%	-2.6%	-9.8%	-18.7%
2. POSITION CLASS SURVEY A. REVIEWED B. DESK AUDITED	11352 26.7 7645 19.9	0 0 0 0	976 27.8 49 100	343 10.4 178 8.4
3. DISCIPLINARY ACTIONS	489 0.93	4 0.48	26 0.76	5 0.71
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	209 0.4 7 0.01	5 0.6 0 0	4 0.12 0 0	3 0.43 0 0
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QI'S	10041 19.2 1185 3	73 8.8 31 4.5	509 14.9 26 1.4	143 20.3 20 3.9
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	1358 25.9	0 0	79 23.2	6 8.5
7. SICK LEAVE (AV HRS/EMP)	2302351 43.9	17411 20.9	95843 28.1	61346 31.5
8. ACCESSIONS: A. PERMANENT ONLY** B. COLLEGE CALIBER HIRES**	4512 8.6 834/1645 50.7	134 16.1 19/40 47.5	605 17.8 31/85 36.5	126 6.5 63/99 63.6
9. LOSSES: A. PERMANENT ONLY** B. PERMANENT ONLY**	4678 8.9 2811 5.4	75 9 50 6	305 9 140 4.1	193 9.9 149 8.2
10. SUPERVISORY RATIO A. GENERAL SCHEDULE 1: B. WAGE GRADE 1:	5320 6.7 771 11.1	114 6.1 --	319 5.1 160 5.8	70 7.1 2 11
11. AVERAGE GRADE	--	11	8	8
12. FEO COMPLAINT CASES**	218 0.43	INCLUDED IN DASC	17 0.49	9 1.27
PERSONNEL PROGRAM ADMINISTRATION STAFFING RATIO (AUTHORIZED CPO STRENGTH VS. STRENGTH SERVED) 1:	64	--	88	47

\* Average Strength was obtained by averaging the monthly figures from the DLA Form 679.  
\*\* Represents full year figures.

STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	DTIC	DIPEC	DLSC	DSAC
AVERAGE ACTUAL STRENGTH* [EXCLUDING OVERSEAS EMPLOYEES]	404	649	891	1206
1. CHANGE IN STRENGTH (U.S. CITIZEN)	-3.6%	-5.7%	-6.4%	-3.1%
2. POSITION CLASS SURVEY A. REVIEWED B. DESK AUDITED	0 0	36 33	43.6 10.3	21.5 21
3. DISCIPLINARY ACTIONS	5	3	6	5
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	1 0	0 0	7 0	12 0
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QI'S	23 3	37 9	19.6 2.5	358 53
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	6	11	74	8
7. SICK LEAVE (AV HRS/EMP)	17634	21369	27228	44534
8. ACCESSIONS: A. PERMANENT ONLY** C. COLLEGE CALIBER HIRES**	90 12/16	57 0/10	84 11/25	3.2 9/11
9. LOSSES: A. PERMANENT ONLY** B. PERMANENT ONLY**	46 27	58 22	69 44	7.3 4.1
10. SUPERVISORY RATIO A. GENERAL SCHEDULE 1: B. WAGE GRADE 1:	51 2	47 29	104 3	17.9 5.7
11. AVERAGE GRADE	8	9	9	10
12. PEO COMPLAINT CASES**	6	2	2	2
PERSONNEL PROGRAM ADMINISTRATION STAFFING RATIO (AUTHORIZED CPU STRENGTH VS. STRENGTH SERVICED) 1:	--	--	--	--

\* Average Strength was obtained by averaging the monthly figures from the PLAN Form 679.  
\*\* Represents full year figures.



STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	CONSOLIDATED SERVICE CENTERS	DDHP	DDMT	DDOH
AVERAGE ACTUAL STRENGTH* [EXCLUDING OVERSEAS EMPLOYEES]	7442 (7261)	1515	2110	1693
1. CHANGE IN STRENGTH (U.S. CITIZEN)	-8.5%	-8.2%	-13.8%	-9.5%
2. POSITION CLASS SURVEY A. REVIEWED B. DESK AUDITED	1993 21.9 732 21.3	0 0 0 0	0 0 0 0	0 0 0 0
3. DISCIPLINARY ACTIONS	50 0.69	24 1.56	42 1.99	19 1.12
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	27 0.37 0 0	28 1.85 0 0	5 0.24 0 0	1 0.06 0 0
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QI'S	1245 17.1 131 2.7	624 41.2 4 0.9	185 8.8 0 0	313 18.5 8 1.4
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	184 25.3	28 18.5	12 5.7	16 9.5
7. SICK LEAVE (AV HRS/EMP)	267964 31.5	54731 36.1	83983 39.8	85067 50.2
8. ACCESSIONS: A. PERMANENT ONLY** C. COLLEGE CALIBER HIRES**	1001 13.8 126/246 51.2	109 7.2 8/10 80	67 3.2 13/18 72.2	53 3.1 10/17 58.8
9. LOSSES: A. PERMANENT ONLY** B. PERMANENT ONLY**	742 8.7 433 5.1	117 7.7 73 4.8	152 7.2 61 2.9	83 4.9 46 2.7
10. SUPERVISORY RATIO A. GENERAL SCHEDULE 1: B. WAGE GRADE 1:	770 5.9 196 6.4	57 6.7 76 11.8	86 5.7 105 11.5	92 5.3 60 10.2
11. AVERAGE GRADE	--	6	6	7
12. FED COMPLAINT CASES**	38 0.52	3 0.2	8 0.37	0 0
PERSONNEL PROGRAM ADMINISTRATION STAFFING RATIO (AUTHORIZED CPO STRENGTH VS. STRENGTH SERVICED) 1:	66	--	52	46

\* Average Strength was obtained by averaging the monthly figures from the PLAN Form 679.

\*\* Represents full year figures.

STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	DDTC	CONSOLIDATED DEPOTS	DCSC	DESC
AVERAGE ACTUAL STRENGTH* [EXCLUDING OVERSEAS EMPLOYEES]	1708	7026	3257	2401
1. CHANGE IN STRENGTH (U.S. CITIZEN)	-10.6%	-10.8%	-8.6%	-4.4%
2. POSITION CLASS SURVEY A. REVIEWED B. DESK AUDITED	369 21.7 360 9.4	369 21.7 360 9.4	1041 32.8 709 18.3	2733 100 2390 22.3
3. DISCIPLINARY ACTIONS	51 2.99	136 1.94	19 0.58	22 0.88
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	26 1.52 0 0	60 0.85 0 0	26 0.8 0 0	7 0.28 0 0
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QI'S	266 15.6 14 2.6	1388 19.8 26 1.2	1219 37.4 25 1	515 20.6 100 4.5
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	0 0	56 8	152 46.7	141 56.4
7. SICK LEAVE (AV HRS/EMP)	40871 23.9	264652 37.7	119968 36.8	89508 35.8
8. ACCESSIONS: A. PERMANENT ONLY** C. COLLEGE CALIBER HIRES**	85 5 8/19 42.1	314 4.5 39/164 60.9	296 9.1 56/85 65.9	203 8.1 49/78 62.8
9. LOSSES: A. PERMANENT ONLY** B. QUILTS & TRANSFERS OUT C. PERMANENT ONLY**	163 9.5 107 6.3	515 7.3 287 4.1	285 8.8 121 3.7	208 8.3 108 4.3
10. SUPERVISORY RATIO A. GENERAL SCHEDULE 1: B. WAGE GRADE 1:	77 6.3 103 9.2	312 5.9 344 11.5	317 7.2 49 12.5	288 7 11 7.9
11. AVERAGE GRADE	6	--	8	8
12. FED COMPLAINT CASES**	8 0.46	19 0.27	19 0.58	9 0.36
PERCENTEL PROGRAM ADMINISTRATION STAFFING RATIO (AUTHORIZED CPO STRENGTH VS. STRENGTH SERVICED) 1:	62	53	70	70

\* Average Strength was obtained by averaging the monthly figures from the PLAF Form 679.

\*\* Represents full year figures.

STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	DFSC	DGSC	DISC	DPSC
AVERAGE ACTUAL STRENGTH* [EXCLUDING OVERSEAS EMPLOYEES]	789 (750)	3242	2436	5126 (5097)
1. CHANGE IN STRENGTH (U.S. CITIZEN)	+4.3%	-6.7%	-3.4%	-0.7%
2. POSITION CLASS SURVEY A. REVIEWED B. DESK AUDITED	0 0 0 0	0 0 0 0	0 0 0 0	627 14 322 68.6
3. DISCIPLINARY ACTIONS	6 0.8	38 1.17	18 0.74	26 0.51
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	3 0.4 0 0	7 0.22 0 0	4 0.16 0 0	0 0 0 0
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QI'S	105 14 17 2.4	760 23.4 28 1.3	761 31.2 69 2.9	498 9.8 172 5.5
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	1 1.3	352 108.6	78 32	77 15.1
7. SICK LEAVE (AV HRS/EMP)	26918 35.9	131931 40.7	82142 33.7	129812 25.5
8. ACCESSIONS: A. PERMANENT ONLY** C. COLLEGE CALTREP HIRES**	193 25.7 21/32 65.6	250 7.7 25/43 58.1	245 10.1 59/88 67	234 4.6 62/100 62
9. LOSSES: A. PERMANENT ONLY** B. PERMANENT ONLY**	93 12.4 78 10.4	234 7.2 101 3.1	214 8.8 131 5.4	275 5.4 168 3.3
10. SUPERVISORY RATIO A. GENERAL SCHEDULE 1: B. WAGE GRADE 1:	112 6 -- --	277 7.1 91 9	272 7.0 -- --	405 7.1 79 22.6
11. AVERAGE GRADE	9	8	8	8
12. PEO COMPLAINT CASES**	0 0	32 0.98	19 0.78	18 0.35
PERSONNEL PROGRAM ADMINISTRATION STAFFING RATIO (AUTHORIZED CPO STRENGTH VS. STRENGTH SERVED) 1:	--	83	--	79

\* Average Strength was obtained by averaging the monthly figures from the DLAI Form 679.

\*\*Represents full year figures.

STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	CONSOLIDATED SUPPLY CENTERS	DCASR ATLANTA	DCASR - BOSTON	DCASR CHICAGO
AVERAGE ACTUAL STRENGTH* [EXCLUDING OVERSEAS EMPLOYEES]	17351 (17283)	1967	2491	1252
1. CHANGE IN STRENGTH (U.S. CITIZEN)	-4.1%	-5.9%	-4.4%	-4.8%
2. POSITION CLASS SURVEY A. REVIEWED B. DESK AUDITED	4667 44.9 3421 25.8	1024 52.1 819 10.5	13 0.6 9 66.7	420 33.6 410 11.7
3. DISCIPLINARY ACTIONS	129 0.75	21 1.07	25 1	15 1.2
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	47 0.27 0 0	11 0.56 3 0.14	4 0.16 4 0.16	1 0.08 0 0
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QI'S	3858 22.3 411 3.2	153 7.8 118 6.4	424 17.4 51 2.2	251 20 44 3.9
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	801 46.3	15 7.6	92 36.9	29 23.2
7. SICK LEAVE (AV HRS/EMP)	580279 33.5	76797 37.7	91871 36.9	36084 28.9
8. ACCESSIONS: A. PERMANENT OR: YES C. COLLEGE CALIBER HIRES**	1421 8.2 272/426 63.8	101 5.1 17/54 31.5	321 12.9 83/197 42.1	82 6.5 27/54 50
9. LOSSES: A. PERMANENT ONLY** B. TRANSFERS OUT C. PERMANENT ONLY**	1309 7.6 707 4.1	207 10.5 115 5.8	208 8.4 209 8.4	111 9 60 4.8
10. SUPERVISORY RATIO A. GENERAL SCHEDULE 1: B. WAGE GRADE 1:	1671 7.2 230 17.4	270 5.2 0 0	309 6.8 0 0	168 6.2 0 0
11. AVERAGE GRADE	--	9	9	9
12. FEO COMPLAINT CASES**	97 0.56	14 0.69	0 0	7 0.56
PERSONNEL PROGRAM ADMINISTRATION CLASSING RATIO (AUTHORIZED CPO STRENGTH VS. STRENGTH SERVICED) 1:	76	58	47	10

\* Average Strength was obtained by averaging the monthly figures from the BLAH Form 619.

\*\* Represents full year figures.

STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	DCASR CLEVELAND	DCASR DALLAS	DCASR LOS ANGELES	DCASR NEW YORK
AVERAGE ACTUAL STRENGTH* (EXCLUDING OVERSEAS EMPLOYEES)	1822	1852	3567	2028
1. CHANGE IN STRENGTH (U.S. CITIZEN)	-2.5%	-6.3%	-5.9%	-1.7%
2. POSITION CLASS SURVEY A. REVIEWED B. DESK AUDITED	148 114	800 732	190 188	212 0
	7.8 6.8	34.5 9.3	4.7 1.5	10 0
3. DISCIPLINARY ACTIONS	24	12	43	8
	1.32	0.65	1.21	0.38
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	6 0	22 0	16 0	0 0
	0.33 0	1.19 0	0.45 0	0 0
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QI'S	613 52	620 19	409 51	242 120
	33.6 3.2	36.2 0.6	11.5 1.6	11.6 6.1
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	3	19	31	24
	1.6	10.3	8.7	11.5
7. SICK LEAVE (AV HRS/EMP)	60261	63608	124553	73596
	32.9	33.5	34.5	34.9
8. ACCESSIONS: A. PERMANENT ONLY** B. PERMANENT ONLY** C. COLLEGE CALIBER HIRES**	61 9/29	183 39/101	425 107/239	193 50/89
	3.3 31	9.9 38.6	11.9 44.8	9.2 55.2
9. LOSSES: A. PERMANENT ONLY** B. PERMANENT ONLY** C. PERMANENT ONLY**	164 94	205 139	505 354	219 158
	9 5.2	11.1 7.5	14.2 9.9	10.5 7.6
10. SUPERVISORY RATIO A. GENERAL SCHEDULE 1: B. WAGE GRADE	234 1	225 0	408 0	261 0
	6.4 4	6.8 0	7.4 0	6.9 0
11. AVERAGE GRADE	9	9	9	9
12. FEO COMPLAINT CASES**	14	2	11	DATA NOT AVAILABLE
PERFORMED PROGRAM ADMINISTRATION STAFFING RATIO (AUTHORIZED CPU STRENGTH VS. STRENGTH SERVED) 1:	49	81	49	49

\* Average Strength was obtained by averaging the monthly figures from the DIAL Form 679.

\*\* Represents full year figures.

STATISTICAL INDICATOR SUMMARY, SECOND HALF FY 88 (SEE SUMMARY SHEET COVER PAGE FOR EXPLANATORY NOTES)

	DCASR PHILADELPHIA	DCASR ST. LOUIS	CONSOLIDATED DCASR'S	
AVERAGE ANNUAL STRENGTH* (EXCLUDING OVERSEAS EMPLOYEES)	2219	1519	1877	
1. CHANGE IN STRENGTH (CH. % CITIZEN)	-4.8%	-5.0%	-4.7%	
2. POSITION CLASS SURVEY A. REVIEWED B. DEF. AUDITED	1408 753 25.1	108 107 11.2	4223 449 14.3	
3. DISCIPLINARY ACTIONS	16	4	168	0.89
4. APPEAL & GRIEVANCE CASES A. GRIEVANCES B. CLASS PAY & COMP.	0 0 0	10 0 0	70 7 0.04	
5. FAVORABLE RECOGNITION A. SIGNIFICANT B. QTS	495 37 1.8	210 66 4.7	3477 549 18.5 3.2	
6. APPROVED SUGGESTIONS (PER 1,000 EMP)	97	7	317	16.9
7. SICK LEAVE (AV HRS/EMP)	80040	44087	650862	34.1
8. ACCESSIONS: A. PERMANENT ONLY** C. COLLEGE CALIBER HIRES**	166 27/65 41.5	110 19/41 46.3	1642 378/869 43.5	8.7
9. LOSSES: A. PERMANENT ONLY** QUIT & TRANSFERS OUT F. PERMANENT ONLY**	199 124 5.6	127 81 5.3	2037 1334 7.1	8.4
10. SUPERVISORY RATIO A. GRIEVAL SCHEDULE 1: D. WAGE GRADE 1:	231 0 0	186 0 0	2292 1 56	6.9
11. AVERAGE GRADE	13	9	--	
12. LEO COMPLAINT CASES**	9	16	73	0.38
PERSONNEL PROGRAM ADMINISTRATION STAFFING RATIO (AUTHORIZED CPO STRENGTH VS. STRENGTH SERVED) 1:	--	63	57	

\* Average strength was obtained by averaging the monthly figures from the PLAN Form 679.

\*\* Represents full year figures.

APPENDIX B

ANNUAL SUMMARY

FISCAL YEAR 1988

ACCESSIONS, LOSSES AND QUILTS - PERMANENT WORK FORCE  
FY 1985 - FY 1988

	ACCESSIONS		LOSSES		QUITS	
SUPPLY CENTERS						
FY 1988	1,421	8.2	1,309	7.6	707	4.1
FY 1987	1,176	6.9	1,303	7.7	736	4.3
FY 1986	1,693	11.5	1,939	13.1	905	6.1
FY 1985	1,312	11.6	1,694	10.8	735	4.7
DEPOTS						
FY 1988	314	4.5	515	7.3	287	4.1
FY 1987	271	3.9	611	8.8	326	4.7
FY 1986	395	6.2	692	10.9	354	5.6
FY 1985	586	9.4	648	10.5	326	5.3
SERVICE CENTERS						
FY 1988	1,001	13.8	742	8.7	433	5.1
FY 1987	773	10.9	709	10.0	372	5.3
FY 1986	860	12.4	969	14.0	405	5.9
FY 1985	1,061	16.2	1,067	16.3	432	6.6
DCASRS						
FY 1988	1,642	8.7	2,037	10.8	1,334	7.1
FY 1987	2,154	11.3	2,425	12.8	1,614	8.5
FY 1986	3,805	22.1	2,780	16.2	1,568	9.1
FY 1985	3,211	18.9	2,533	14.9	1,499	8.8
ALL OTHERS						
FY 1988*	134	16.1	75	9.0	50	6.0
FY 1987	686	36.2	689	36.6	324	17.1
FY 1986	1,369	39.9	1,559	45.2	522	15.2
FY 1985	570	30.5	445	23.8	110	5.9
DLA-WIDE						
FY 1988	4,512	8.6	4,678	8.9	2,811	5.4
FY 1987	5,060	9.7	4,959	9.6	3,372	6.5
FY 1986	8,122	16.7	6,064	11.6	3,754	7.7
FY 1985	7,240	15.3	6,387	13.5	3,102	6.6

\* Figures are for Headquarters only, MDAs are included with servicing activity.



COLLEGE CALIBER INPUT BY OCCUPATION, FY 1988

OCCUPATION	DLA-WIDE	SUPPLY CENTERS	SERVICE CENTERS	DEPOTS	DCASTRS	HQ DLA MSAS*
SECURITY AGENCIES (GS-030)	7	1	1	1	4	0
PERSONNEL/ERO (GS-200)	30	8	2	5	15	0
ADP, MGT ANALYSIS & ADMIN (GS-300)	179	52	37	9	66	15
ACCOUNTING & BUDGET (GS-500)	62	12	9	6	33	2
ENGINEERING (GS-800)	111	32	3	5	62	9
1101/ 1102 BUSINESS & INDUSTRY* (GS-1100)	199	92	3	0	104	0
OTHER	47	4	4	0	38	1
QUALITY ASSURANCE (GS-1910)	63	12	1	2	48	0
SUPPLY (GS-2000)	35	18	10	1	4	2
TRANSPORTATION (GS-2100)	5	0	0	3	1	1
OTHER	96	46	19	6	18	7
TOTAL	834	277	89	38	393	37

\*HQ Management Support Activities broken out from servicing activities (included with servicing activity on page 8).

## SIGNIFICANT RECOGNITION (PERCENT AVERAGE STRENGTH)

	FY 1985			FY 1986			FY 1987			FY 1988		
	NO.	RATE	#	NO.	RATE	#	NO.	RATE	#	NO.	RATE	#
SUPPLY CENTERS	2900	16.5		3059	17.2		3778	22.1		5649	32.4	
DCSC	903	25.7	1	850	24.5	2	1150	35.3	1	1517	45.9	3
DESC	472	18.6	6	479	18.9	5	653	26.5	3	714	28.2	13
DFSC	108	14.7	11	114	15.2	24	117	16.0	17	210	28.0	14
DGSC	715	20.9	3	862	24.9	1	916	28.6	2	1249	38.2	7
DLSC	245	9.8	20	265	10.4	14	404	16.5	16	1063	43.7	4
DPSC	457	9.3	21	490	9.7	4	538	10.8	25	896	17.5	22
DEPOTS	884	12.5		1057	19.5		1128	16.3		1598	22.4	
DDMP	140	9.0	23	416	26.5	8	295	20.0	9	706	46.5	2
DDMT	165	7.4	25	133	6.3	20	140	6.5	27	207	9.5	26
DDOU	280	16.7	8	472	28.7	6	398	24.1	7	374	22.1	18
DDTC	299	18.7	5	337	20.3	10	295	17.8	13	311	17.8	21
SERVICE CENTERS	1063	14.6		1186	16.5		1330	18.8		2219	30.2	
DASC	95	14.7	10	91	13.8	25	97	14.8	18	348	48.9	1
DIPEC	77	11.8	16	122	15.3	21	90	13.6	22	106	15.9	24
DLSC	137	14.9	9	77	9.7	26	219	25.2	5	309	34.4	10
DRIS	494	13.6	14	532	15.7	3	547	16.6	15	874	25.4	15
DSAC	201	19.3	4	246	21.9	16	300	24.8	6	459	37.7	8
DTIC	59	14.3	13	118	28.4	22	77	20.0	10	123	30.2	12
DCASRS	1861	10.5		2480	13.1		2923	15.4		4897	25.8	
ATLANTA	175	9.0	22	194	9.4	18	288	13.8	21	270	13.2	25
BOSTON	263	9.9	19	315	12.4	11	429	17.5	14	626	25.2	16
CHICAGO	235	18.5	7	226	16.9	17	249	19.8	11	408	32.8	11
CLEVELAND	185	10.2	17	248	13.5	15	266	14.4	20	743	40.6	6
DALLAS	237	14.6	12	343	19.6	9	455	26.4	4	795	41.9	5
LOS ANGELES	253	7.4	26	452	11.9	7	314	8.3	26	904	25.1	17
NEW YORK	219	11.9	15	302	14.4	12	418	19.3	12	458	21.8	19
PHILADELPHIA	187	10.1	18	283	13.5	13	329	14.8	19	430	19.1	20
ST. LOUIS	107	7.9	24	117	8.2	23	175	12.0	24	263	17.1	23
HQ DLA	163	22.1	2	181	23.9	19	161	20.1	8	303	36.3	9
DCAS							139	12.7	23	8	0.6	27
DLA-WIDE	6945	13.4		8384	15.8		9459	18.2		14697	28.0	

\*Standing among all activities

QUALITY INCREASES (PERCENT AVERAGE GENERAL SCHEDULE STRENGTH)

	FY 1985			FY 1986			FY 1987			FY 1988		
	NO.	RATE	#	NO.	RATE	#	NO.	RATE	#	NO.	RATE	#
SUPPLY CENTERS	250	1.3		275	2.2		270	2.1		436	3.4	
DCSC	67	2.4	16	51	1.8	17	53	2.3	16	26	1.0	22
DESC	26	1.1	22	67	2.8	11	61	2.6	13	119	5.4	3
DFSC	21	2.8	12	14	1.9	16	16	2.4	15	22	3.1	11
DCSC	6	0.3	25	10	0.4	22	6	0.3	23	36	1.7	19
DISC	40	1.6	20	39	1.5	19	51	2.2	17	79	3.4	10
DFSC	88	2.6	15	94	2.8	11	83	2.7	12	154	4.9	7
DEPOTS	70	2.8		70	2.7		53	2.4		25	1.2	
DDMP	23	4.5	5	19	3.6	7	11	2.5	14	0	0.0	25
DDMT	12	1.6	21	11	1.6	18	18	3.0	11	4	0.7	24
DDOU	15	2.3	18	21	3.3	9	8	1.3	19	8	1.4	20
DDTC	20	3.2	9	19	3.0	10	16	2.7	12	13	2.4	15
SERVICE CENTERS	192	3.5		184	3.1		165	3.2		163	3.3	
DASC	25	4.2	6	26	4.2	5	28	4.8	4	24	4.6	8
DIPEC	15	4.5	4	13	4.0	6	19	5.7	3	8	2.6	14
DLSC	54	6.1	1	45	5.0	3	29	3.6	6	23	2.9	12
DRIS	72	3.3	8	76	4.9	4	68	3.4	7	52	2.7	13
DSAC	25	2.4	17	17	1.0	20	17	1.6	18	52	5.1	6
DTIC	1	0.3	26	7	1.8	17	4	1.1	20	4	1.1	21
DCASRS	489	2.8		478	2.4		584	3.2		589	3.4	
ATLANTA	51	2.6	14	70	3.4	8	65	3.2	9	125	6.8	1
BOSTON	80	3.0	10	59	2.4	13	100	4.3	5	50	2.2	16
CHICAGO	36	2.8	11	31	2.3	14	35	3.0	11	45	4.0	9
CLEVELAND	36	2.0	19	51	2.8	11	44	2.5	14	50	3.1	11
DALLAS	10	0.6	24	2	0.1	23	15	0.9	21	13	0.8	23
LOS ANGELES	95	2.8	13	99	2.6	12	113	3.3	8	70	2.1	17
NEW YORK	112	6.1	2	124	5.9	1	150	7.5	1	126	6.4	2
PHILADELPHIA	18	1.0	23	10	0.5	21	17	0.8	22	37	1.8	18
ST. LOUIS	51	3.7	7	32	2.2	15	45	3.1	10	73	5.2	5
OTHERS	40	2.9		17	1.5		28	2.7		36	3.5	
HLA	39	5.2	3	39	5.1	2	47	6.8	2	37	5.3	4
HLA-WIDE	1080	2.6		1061	2.5		1147	2.8		1286	3.3	

\*Standing among all activities

ADOPTED CIVILIAN SUGGESTIONS (PER 1,000 EMPLOYEES)

	FY 1985			FY 1986			FY 1987			FY 1988		
	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*
SUPPLY CENTERS	774	44.1		836	46.8		762	44.6		939	53.9	
DCSC	222	65.2	8	230	65.5	6	199	61.1	11	215	65.1	8
DESC	166	65.5	6	204	80.8	5	209	84.9	5	243	96.1	3
DFSC	5	6.8	24	5	6.6	24	8	10.9	21	5	6.7	24
DGSC	95	27.8	15	95	27.5	14	107	33.4	12	226	69.1	6
DLSC	144	58.0	9	172	67.4	7	156	63.8	8	173	71.1	5
DPSC	142	29.0	13	130	25.6	15	83	16.7	18	77	15.0	22
DEPOTS	389	55.3		583	83.5		536	77.3		410	57.5	
DDMP	103	66.9	4	101	64.2	8	93	63.1	9	77	50.7	10
DDMT	53	23.9	19	50	23.8	16	40	18.6	16	73	33.5	17
DDOU	115	68.7	3	396	240.4	1	282	170.8	1	252	148.9	1
DDTC	118	73.9	2	36	21.7	18	121	73.1	7	8	4.6	25
SERVICE CENTERS	232	31.9		313	43.6		277	39.2		439	59.8	
DASC	5	7.8	23	8	8.5	23	52	79.3	6	12	16.9	20
DIPEC	43	66.1	5	41	62.6	9	81	122.5	2	32	48.1	11
DLSC	24	26.2	17	57	87.3	4	6	6.9	24	110	122.3	2
DRMS	128	35.4	11	144	42.4	11	75	22.7	13	231	67.2	7
DSAC	6	5.8	25	13	11.5	22	17	14.1	19	47	38.6	13
DTIC	26	63.4	7	50	120.3	2	46	119.5	3	7	17.2	19
DCASRS	561	31.7		643	33.9		521	27.4		730	38.4	
ATLANTA	24	12.5	20	46	22.2	17	27	12.9	20	78	38.3	14
BOSTON	202	76.8	1	159	62.3	10	152	61.9	10	90	36.2	16
CHICAGO	39	30.7	12	40	29.9	13	27	21.5	15	29	23.3	18
CLEVELAND	50	27.7	16	186	101.2	3	167	90.7	4	150	82.0	4
DALLAS	14	8.7	22	8	4.5	26	9	5.2	25	26	13.7	23
LOS ANGELES	125	36.6	10	81	21.4	19	41	10.8	22	130	36.1	15
NEW YORK	53	28.8	14	75	35.7	12	49	22.8	14	33	15.7	21
PHILADELPHIA	20	10.8	21	29	13.8	20	39	17.5	17	97	43.2	12
ST. LOUIS	34	25.3	18	19	13.3	21	10	6.9	23	97	63.0	9
HQ DLA	1	1.4	26	4	5.2	25	3	3.8	26	0	0.0	26
DLA-WIDE	1960	38.0		2381	45		2099	40.4		2518	47.5	
ADJUT OBJECTIVE		60.0			60.0			60.0			60.0	

\*Standing among all activities

DISCIPLINARY AND CORRECTIVE ACTION (PERCENT AVERAGE STRENGTH)

	FY 1985			FY 1986			FY 1987			FY 1988		
	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*
SUPPLY CENTERS	355	1.91		559	3.13		363	2.13		267	1.53	
DGSC	77	2.19	7	119	3.39	8	70	2.15	7	54	1.64	12
DESC	37	1.46	11	58	2.30	14	26	1.06	17	39	1.54	15
DFSC	5	0.68	22	6	0.80	25	1	0.14	25	8	1.07	22
DGSC	65	1.90	10	151	4.37	5	90	2.81	5	95	2.60	5
DISC	56	2.25	6	82	3.22	9	97	3.96	4	35	1.44	17
DFSC	95	1.94	8	143	2.82	10	79	1.59	11	46	0.90	24
DEPOTS	339	4.82		494	7.08		459	6.62		272	3.81	
DDMF	98	6.36	2	139	8.85	2	98	6.65	2	45	2.96	4
DDMT	148	6.67	1	224	10.66	1	227	10.54	1	77	3.53	2
DDOU	17	1.02	20	19	1.15	21	32	1.94	9	38	2.25	7
DDTC	76	4.76	3	112	6.76	3	102	6.16	3	112	6.43	1
SERVICE CENTERS	92	1.26		207	2.88		85	1.2		111	1.51	
DASC	8	1.24	14	11	1.68	17	5	0.76	20	11	1.55	14
DIPEC	8	1.23	15	16	2.45	13	6	0.91	19	6	0.90	25
ILSC	5	0.55	24	15	1.59	18	9	1.04	18	12	1.33	18
DRMS	51	1.41	12	132	3.89	6	56	1.70	10	62	1.80	11
DSAC	7	0.67	23	22	1.96	15	8	0.66	22	14	1.15	21
DTIC	13	3.17	4	11	2.65	11	1	0.26	23	6	1.47	16
DCASRS	241	1.36		428	2.26		293	1.54		334	1.76	
ATLANTA	23	1.19	16	15	0.73	26	24	1.15	15	44	2.16	9
BOSTON	30	1.14	17	64	2.51	12	32	1.30	14	47	1.89	10
CHICAGO	16	1.26	13	24	1.80	16	18	1.43	13	38	3.05	3
CLEVELAND	55	3.04	5	89	4.84	4	50	2.72	6	44	2.40	6
DALLAS	4	0.25	27	17	0.97	24	12	0.70	21	23	1.21	19
LOS ANGELES	65	1.91	9	146	3.87	7	80	2.12	8	80	2.22	8
NEW YORK	20	1.09	18	32	1.53	19	33	1.53	12	16	0.76	26
PHILADELPHIA	14	0.76	21	23	1.09	23	25	1.12	16	26	1.16	20
ST. LOUIS	14	1.04	19	18	1.27	20	19	1.3	14	16	1.04	23
HQ MGT SUP ACTVS	6	0.45	25	13	1.10	22	2	0.18	24	3	0.24	27
HQ DLA	2	0.27	26	2	0.26	27	9	1.12	16	13	1.56	21
DLA-WIDE	1015	1.97		1703	3.22		1210	2.53		999	1.9	

\*Standing among all activities

AVERAGE AGE, AVERAGE LENGTH OF SERVICE, AND RETIREMENT ELIGIBILITY  
GS EMPLOYEES  
AS OF 30 SEPTEMBER 1988

	STRENGTH	AV. AGE	AVERAGE SERVICE	RETIREMENT ELIGIBLES			
				OPTIONAL NR.	%	DISCONT'D SVC. NR.	%
SUPPLY CENTERS	13638	41.2	13.4	1275	9.3%	1771	13.0%
DCSC	2608	41.5	12.3	263	10.1%	338	13.0%
DESC	2310	41.2	13.8	216	9.4%	312	13.5%
DFSC	787	41.1	12.9	60	7.6%	68	8.6%
DGSC	2240	40.5	14.2	131	5.8%	343	15.3%
DISC	2426	41.5	13.1	262	10.8%	304	12.5%
DPSC	3267	41.3	14.2	343	10.5%	406	12.4%
DEPOTS	2159	42.1	14.2	148	6.9%	326	15.1%
DDMP	441	39.3	11.3	32	7.3%	30	6.8%
DDMT	578	42.1	14.2	44	7.6%	67	11.6%
DDOU	577	44.6	16.4	37	6.4%	140	24.3%
DDTC	563	42.5	14.7	35	6.2%	89	15.8%
SERVICE CENTERS	5289	42.8	15.2	422	8.0%	844	16.0%
DASC	575	40.8	13.5	43	7.5%	78	13.6%
DIPEC	330	45.9	17.4	43	13.0%	53	16.1%
DLSC	838	41.6	13.5	41	4.9%	106	12.6%
DRMS	1960	43.8	15.1	183	9.3%	251	12.8%
DSAC	1200	41.9	15.8	65	5.4%	285	23.8%
DTIC	386	42.5	16.1	47	12.2%	71	18.4%
DCASRS	18209	43.9	13.2	1858	10.2%	1994	11.0%
ATLANTA	1933	44.5	14.9	149	7.7%	281	14.5%
BOSTON	2415	43.2	12.9	230	9.5%	248	10.3%
CHICAGO	1218	44.7	13.7	156	12.8%	144	11.8%
CLEVELAND	1732	44.2	12.7	194	11.2%	154	8.9%
DALLAS	1763	44.4	14.1	146	8.3%	236	13.4%
LOS ANGELES	3430	44.3	12.6	334	9.7%	409	11.9%
NEW YORK	2076	45.5	11.6	345	16.6%	139	6.7%
PHILADELPHIA	2168	42.2	12.7	203	9.4%	192	8.9%
ST LOUIS	1474	42.8	13.6	101	6.9%	191	13.0%
HQ MGT SUP OFCS	807	41.7	15.9	58	7.2%	156	19.3%
OTHER EXT OFCS	415	40.8	14.9	18	4.3%	59	14.2%
HQ-DA	822	42.3	17.3	73	8.9%	175	21.3%
DLA-WIDE	41389	42.1	14.9	3852	9.3%	5325	12.9%

TABLE 7

AVERAGE AGE, AVERAGE LENGTH OF SERVICE, AND RETIREMENT ELIGIBILITY  
WG EMPLOYEES  
AS OF 30 SEPTEMBER 1988

	STRENGTH	AV. AGE	AVERAGE SERVICE	RETIREMENT ELIGIBLES			
				OPTIONAL		DISCONT'D SVC.	
				NR.	%	NR.	%
SUPPLY CENTERS	3547	46.9	15.6	344	9.7%	262	7.4%
DCSC	663	42.2	14.4	32	4.8%	70	10.6%
DESC	98	43.8	17.8	14	14.3%	15	15.3%
DFSC	1	54.0	14.0	0	0.0%	0	0.0%
DGSC	908	41.5	14.2	42	4.6%	77	8.5%
DISC	10	52.1	22.3	4	40.0%	0	0.0%
DPSC	1867	47.6	10.6	252	13.5%	100	5.4%
DEPOTS	4296	41.3	13.9	185	4.3%	498	11.6%
DDMP	969	39.5	11.6	40	4.1%	26	2.7%
DDMT	1310	40.9	13.3	49	3.7%	115	8.8%
DDOU	971	43.3	16.3	76	7.8%	189	19.5%
DDTC	1046	41.3	14.2	20	1.9%	168	16.1%
SERVICE CENTERS	1457	43.6	15.2	153	10.5%	179	12.3%
DASC	24	42.2	14.5	2	8.3%	3	12.5%
DIPEC	303	43.1	13.9	21	6.9%	5	1.7%
DLSC	20	43.3	17.1	0	0.0%	31	155.0%
DRMS	1087	46.3	15.3	129	11.9%	128	11.8%
DSAC	4	40.3	7.3	0	0.0%	0	0.0%
DTIC	19	46.4	23.3	1	5.3%	12	63.2%
DCASRS	57	42.5	12.9	6	10.5%	6	10.5%
ATLANTA	6	40.0	10.8	0	0.0%	1	16.7%
BOSTON	6	43.0	12.3	1	16.7%	1	16.7%
CHICAGO	6	45.7	22.5	0	0.0%	2	33.3%
CLEVELAND	5	37.6	11.8	1	20.0%	0	0.0%
DALLAS	4	52.5	12.3	0	0.0%	1	25.0%
LOS ANGELES	11	50.6	18.6	4	36.4%	1	9.1%
NEW YORK	18	37.5	6.7	0	0.0%	0	0.0%
PHILADELPHIA	0	0	0	0	0.0%	0	0.0%
ST LOUIS	1	33.0	8.0	0	0.0%	0	0.0%
HQ MGT SUP OFCS							
OTHER EXT OFCS							
HQ-DLA							
DLA-WIDE	9357	43.6	14.4	688	7.4%	945	10.1%

# DLA BEO COMPLAINT ACTIVITY

## I. COMPLAINT CLOSURES/TYPES

TYPE OF CLOSURE	FY 84	FY 85	FY 86	FY 87	FY 88
TOTAL COMPLAINTS FILED	194	239	242	242	227
REJECTIONS	26	26	26	43	12
CANCELLATIONS	10	17	22	20	12
WITHDRAWALS	27	25	25	36	31
SETTLED	33	35	45	40	67
AGENCY DECISIONS (*WITH A FINDING OF DISCRIMINATION)	91 (*6)	56 (*10)	97 (*4)	70 (*6)	100(*8)
TOTAL CLOSURES	187	163	217	180	222

## II. COMPLAINT INVENTORY

NO. ON HAND AT BEGINNING OF REPORT	207	168	232	268	330
NO. FILED	194	239	242	242	227
NO. CLOSED	187	163	217	180	222
NO. ON HAND AT END OF REPORTING PERIOD	168	232	268	330	306
RATE OF CHANGE	-39 (-19%)	+64 (+38%)	+36 (+15%)	+62 (+23%)	-24 (-8%)

## III INVESTIGATION OF COMPLAINTS

NO. OF COMPLAINTS INVESTIGATED	123	161	200	177	164
APPROXIMATE AVERAGE COST	\$1400	\$1500	\$1550	\$1700	\$1700



IV. AVERAGE PROCESSING TIME  
STATUS OF ACTIVE COMPLAINTS AT CLOSE OF REPORTING

	FY 86	AVG # OF DAYS IN PROCESS FROM FILING DATE	FY 87	AVG # OF DAYS IN PROCESS FROM FILING DATE	FY 88	AVG # OF DAYS IN PROCESS FROM FILING DATE
	NO.		NO.		NO.	
PENDING ACCEPTANCE/ REJECTION	12	63	24	46	34	77
PENDING ASSIGNMENT OF INVESTIGATOR	15	86	29	79	22	133
PENDING COMPLETION OF INVESTIGATION	48	93	45	107	35	100
PENDING PROPOSED DISPOSITION	42	427	30	252	67	224
PROPOSED DISPOSITION - PENDING RESPONSE FROM COMPLAINANT	8	145	7	141	5	179
PENDING RECEIPT OF RECOMMENDED DECISION FROM EEOC	113	504	136	655	81	572
PENDING FINAL AGENCY DECISION	30	393	59	640	62	861

V. COUNSELING/COMPLAINTS FILED BY NO. OF FULL-TIME POSITIONS

	FY 84	FY 85	FY 86	FY 87	FY 88
NO. FULL-TIME POSITIONS	47172	49946	52469	53730	50202
NO. PERSONS COUNSELED	1672	1608	1671	1551	1580
NO. COMPLAINTS FILED	194	239	242	242	227
% COUNSELING/FORMAL	12%	15%	14%	16%	14%
% COUNSELING/TOTAL POSITIONS	3%	3%	3%	3%	3%
% FORMAL/TOTAL POSITIONS	.41%	.48%	.46%	.45%	.45%

FULL-TIME EMPLOYEES UNDER THE GENERAL SCHEDULE, AS OF END OF FISCAL YEAR

	1979		1980		1981		1982		1983	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
GS-1	221	0.6	205	0.6	209	0.58	106	0.29	67	0.18
GS-2	802	2.2	784	2.2	628	1.73	383	1.03	415	1.13
GS-3	2365	6.5	2294	6.5	2418	6.66	2334	6.30	2117	5.77
GS-4	4551	12.6	4477	12.6	4308	11.87	4418	11.92	4376	11.93
GS-5	5187	14.3	5353	15.1	5342	14.72	5361	14.47	5058	13.79
GS-6	1543	4.3	1495	4.2	1515	4.18	1568	4.23	1588	4.32
GS-7	3170	8.8	3068	8.6	3244	8.97	3287	8.87	3168	8.64
GS-8	293	0.8	287	0.2	287	0.79	300	0.81	313	0.85
GS-9	5549	15.3	5476	15.4	5815	16.03	6236	16.83	6189	16.87
GS-10	89	0.2	85	0.2	82	0.22	75	0.20	88	0.24
GS-11	6111	16.9	5824	16.4	5972	16.46	6311	17.04	6613	18.03
GS-12	3990	11.0	3979	11.2	4178	11.50	4318	11.66	4353	11.87
GS-13	1482	4.1	1408	4.0	1477	4.07	1530	4.13	1539	4.20
GS-14	584	1.6	563	1.6	567	1.56	583	1.57	564	1.55
GS-15	249	0.7	239	0.7	233	0.64	236	0.64	230	0.63
TOTAL	36175	100.00	35540	100.00	36272	100.00	37047	100.00	36677	100.00
AVERAGE GRADE	7.85		7.81		7.89		8.01		8.10	
AVERAGE SALARY	\$17796		\$18848		\$20552		\$21733		\$22821	

FULL-TIME EMPLOYEES UNDER THE GENERAL SCHEDULE, AS OF END OF FISCAL YEAR

	1984		1985		1986		1987		1988	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
GS-1	106	0.27	105	0.3	157	1	98	0.2	60	0.1
GS-2	396	1.03	355	0.9	299	0.7	317	0.7	116	0.3
GS-3	2570	6.66	2725	6.6	2570	6.0	2456	5.7	1554	3.7
GS-4	4407	11.41	4700	11.4	4722	11.1	4627	10.7	4013	9.7
GS-5	5869	15.20	6327	15.3	5828	13.6	5733	13.3	5647	13.6
GS-6	1591	4.12	1630	3.9	1746	4.1	1856	4.3	1888	4.5
GS-7	2886	7.48	3551	8.6	3887	9.1	3250	7.5	2752	6.6
GS-8	309	0.80	328	0.8	349	0.8	365	0.8	361	0.9
GS-9	6515	16.88	5828	14.1	6388	15.0	6672	15.5	6293	15.1
GS-10	56	0.25	813	2.0	905	2.1	939	2.2	140	0.3
GS-11	6919	17.92	7425	18.0	7739	18.1	8057	18.7	9343	22.5
GS-12	4524	11.72	4871	11.8	5249	12.3	5539	12.8	5858	14.1
GS-13	1592	4.12	1677	4.1	1850	4.3	2017	4.7	2183	5.3
GS-14	590	1.53	674	1.6	743	1.7	851	2.0	959	2.3
GS-15	236	0.61	257	0.6	288	0.7	331	0.9	375	1.0
TOTAL	38606	100.00	41266	100.00	42720	100.00	43108	100.00	41542	100.00
AVERAGE GRADE	8.03		8.05		8.20		8.34		8.70	
AVERAGE SALARY	\$23480		\$24169		\$24466		\$25152		\$25838	

SICK LEAVE USAGE (AVERAGE HOURS PER EMPLOYEE)

	FY 1985		FY 1986		FY 1987		FY 1988	
	AVG	*	AVG	*	AVG	*	AVG	*
SUPPLY CENTERS	70.2		73.5		70.4		69.7	
DCSC	65.3	13	70.0	15	75.8	26	77.2	19
DESC	71.5	22	70.2	16	66.1	13	73.5	16
DFSC	62.2	7	74.2	23	68.4	16	75.4	17
DGSC	65.0	10	72.4	21	75.6	25	81.2	21
DISC	68.4	15	70.2	16	64.2	8	67.0	9
DPSC	78.2	25	80.0	24	69.4	18	52.6	1
DEPOTS	71.0		69.3		68.5		73.7	
DDMP	64.8	9	71.8	19	72.2	22	72.0	14
DDMT	75.2	24	69.1	13	72.7	23	76.0	18
DDOU	70.9	20	67.1	11	57.9	1	82.3	22
DDTC	71.1	21	69.3	14	70.1	21	63.9	6
SERVICE CENTERS	65.4		67.2		66.8		66.7	
DASC	60.0	4	62.1	4	63.4	5	59.6	4
DIPEC	68.0	14	53.1	1	63.7	7	68.4	11
DLSC	70.8	19	73.8	22	70.0	20	65.2	8
DRMS	72.4	23	70.8	17	67.2	14	63.8	5
DSAC	60.1	5	63.6	7	68.0	15	79.0	20
DTIC	83.3	26	71.3	18	68.5	17	88.0	23
DCASRS	64.3		65.0		60.2		68.1	
ATLANTA	68.5	16	72.0	20	69.5	19	70.5	12
BOSTON	70.1	18	64.3	8	64.2	9	67.0	8
CHICAGO	57.1	2	63.3	6	65.6	11	58.7	3
CLEVELAND	65.2	12	66.8	10	60.7	3	65.8	7
DALLAS	65.1	11	60.7	2	63.4	6	67.6	10
LOS ANGELES	58.6	3	64.5	9	64.5	10	71.8	13
NEW YORK	63.4	8	60.9	3	74.0	24	73.5	16
PHILADELPHIA	69.2	17	67.6	5	65.9	12	72.6	15
ST. LOUIS	61.1	6	63.0	12	58.0	2	54.3	2
HQ DLA	56.4	1	63.6	7	61.5	4	67.7	8
DLA-WIDE	67.0		68.8		67.6		68.8	
ANNUAL OBJECTIVE NOT MORE THAN	76.0		72.0		66.0		66.0	

\*Standing among all activities